

## Fire Authority Corporate Plan 2008/09

### Report of the Chief Fire Officer

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

#### 1 Purpose of Report

To seek Member approval of the proposed Fire Authority Corporate Plan 2008/09, which, on 1 April 2008, will replace the existing Best Value Performance Plan 2007/08. The Corporate Plan will be supplemented by an Annual Report 2007/08, which will be brought before Members in June 2008 for consideration and approval.

#### 2 Recommendations

The Fire Authority is requested to:

- a) Note changes to previous legislation, which required the publication of an annual Best Value Performance Plan;
- b) Consider and approve the contents of the proposed Corporate Plan (as appended);
- c) Delegate authority to the Strategy and Resources Committee to consider and agree:
  - (i) Performance Targets for 2008/09;
  - (ii) Other supplementary information to be included within the Corporate Plan; and
  - (iii) Final layout and publication of the Corporate Plan; and
- d) Receive, in June, the proposed Annual Report 2007/08



### 3 Background

Historically all fire and rescue authorities have been duty bound through the statutory requirements of the Local Government Act 1999 to prepare and publish an annual Best Value Performance Plan. The Plan's contents and structure have largely been determined through national guidance.

Following the enactment of the Local Government and Public Involvement in Health Act 2007 (the Act) on 30 October 2007 the Department for Communities and Local Government (CLG) produced a consultation paper seeking views on the draft Statutory Guidance: *Creating Strong, Safe and Prosperous Communities*.

The Act deregulates the Best Value regime and makes reference to this in section 6 of the consultation paper.

*"Local authorities and other best value authorities are under a general duty of Best Value to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The duty of Best Value remains at the heart of the new performance framework, although the requirements to produce annual Best Value Performance Plans and conduct Best Value reviews have been removed."*

Recent guidance issued by the Fire and Resilience Policy Division at CLG stipulates that 'Best Value' authorities will no longer be required to produce a Best Value Performance Plan. There is, however, a transitional provision within the Act in respect of reporting performance against the 2007/08 Best Value performance indicators (BVPIs). This means that all Best Value Authorities will still need to report their performance against the 2007/08 BVPIs by the end of June 2008 and also supply 2007/08 data to CLG in the usual way.

At its meeting on 2 October 2007 the Authority's Strategy and Resources Committee agreed changes to the Authority's strategic planning process to refine and improve the Authority's annual Performance Plan and planning process. The net result will be two new overarching integrated strategic documents – a forward looking 'Corporate Plan' and a backward facing performance report - 'Annual Report.' Both documents will satisfy the changing statutory obligations, which impact upon this Authority.



## 4 Corporate Plan

A detailed review of the strategic issues facing the Authority in future years and the Service's ability to respond to these issues has been undertaken. As a consequence of this exercise a new Corporate Plan has been developed, which sets out, and perhaps more importantly, aligns the following:

The Fire Authority's:

- Purpose
- Core Values
- Aims
- Objectives
- Improvement Priorities
- Core Business

The review identified the need to introduce some new, and adjust some existing, Authority objectives to ensure that the Service is accurately aligned to the needs of the community and the Government's ambitions for the Fire and Rescue Service in England. Embedded within the Plan are the nationally agreed core values for the Fire and Rescue Service.

Supplementary to the aims and objectives are a suite of improvement priorities and core business, summarising the key activities, which the Service will address / undertake to deliver the Authority's Corporate Plan. The Plan will stipulate the overarching higher-level priorities and a structured regular risk review of all improvement priorities and core business will be presented to the Authority's Audit and Performance Management Committee on a quarterly basis.

The proposed contents of the Corporate Plan are appended for consideration and approval by Members. For ease of reference the appendix includes the existing aims and objectives taken from the current Performance Plan 2007/08.

The Plan will also include summary details regarding the Authority's:

- Targets 2008/09
- Budget 2008/09
- Integrated Risk Management Plan Action Plan

These latter details are still the subject of development/consideration and in part are awaiting the release of further national guidance (particularly regarding new performance indicators and target setting). It is recommended, that, where appropriate, these details are delegated to the Authority's Strategy and Resources Committee for consideration together with the remaining contents of the Plan (as discussed above). Subject to the Committee's approval, the final Plan will be published and released on or around 1 April 2008.



A constant challenge to the Authority and Service has been the publication of a performance plan in a format, which is easily readable and readily accessible to those charged with its day-to-day delivery – the Service’s staff. As a departure from the previous formats used for performance plans it is proposed to present the Corporate Plan as a single wall-mounted poster (A1 or A0 size), which will be placed in prominent positions at all stations / departments. A web-based online version will also be available for external stakeholders.

## **5 Annual Report**

Supplementary to the Corporate Plan will be the backward facing Annual Report, which will provide an account of the Authority’s performance, both financial and operational, for the previous reporting period. The Annual Report 2007/08 will be presented to the June meeting of the Authority for approval prior to publication. Unlike the Corporate Plan, which acts primarily as an internal planning document, the Annual Report will be published as an outward facing external document aimed at informing the community of the Authority’s achievements.

## **6 Financial Implications**

There is provision within the budget for production of the documents proposed.

## **7 Legal Comment**

The Authority’s statutory responsibilities, as currently known, are set out within this report. It should be noted that confirmation of the Authority’s obligations arising from the consultation exercise concerning the draft Statutory Guidance: *Creating Strong, Safe and Prosperous Communities* has been sought and will be reported to Members, when available.

## **8 Equality Impact Assessment**

An Initial Equality Impact Assessment has been completed and is attached to this report.

## **9 Appendix**

Draft Fire Authority Corporate Plan 2008/09



## 10 Background Papers

### Shropshire and Wrekin Fire Authority:

Strategy and Resources Committee, 24 May 2007, Report 5 –  
Service and Budget Planning

Strategy and Resources Committee, 20 September 2007, Report 7 –  
Integrated Strategic Planning Process

Audit and Performance Management Committee, 27 September 2007,  
Report 12 – Integrated Strategic Planning Process

### Department for Communities and Local Government:

November 2007 - Creating Strong, Safe and Prosperous Communities  
Statutory Guidance: Draft for Consultation

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.

Balanced Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	*
Capacity		Member Involvement	*
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment		Operational Assurance	
Efficiency Savings		Retained	
Environmental		Risk and Insurance	
Financial	*	Staff	
Fire Control/Fire Link		Strategic Planning	*
Information Communications and Technology		West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	*





**Shropshire Fire & Rescue Service EQIA number**  
**Initial Equality Impact Assessment Form**

Directorate	Performance Improvement	Department/ Section	Programme Office
Name of officer	Ged Edwards	Job title	Programme Manager
Name of Policy/Service to be assessed	Strategic Planning Process	Date of assessment	29 <sup>th</sup> January 2008
New or existing policy	E		

1. Briefly describe the aims, objectives and purpose of the policy/service	The paper seeks decision points on a number of key milestones with in the overall integrated strategic planning process.		
2. Are there any associated objectives of the policy/service?	The paper supports the planning process which sits behind the achievement of all strategic aims and corporate objectives.		
3. Who is intended to benefit from the policy/service and in what way?	Members and Officers. The policy sets our decisions to be made that will assist the service in its planning process.		
4. What outcomes are wanted from this policy/service?	Key decisions to be made and contained with in the recommendations of this report.		
5. Who are the main stakeholders in relation to the policy/service?	Fire Authority and the Fire and Rescue Service		
6. Who implements the policy/service and who is responsible for this?	Chief fire Officer and Director of Performance Improvement		
7. Are there any concerns that this policy/service could have a differential impact on the following groups and what existing evidence do you have for this? Yes or No, please detail in boxes below.			
8. Age	Y	N	
9. Disability	Y	N	
10. Gender	Y	N	



11. Race	Y	N	
12. Religion or belief	Y	N	
13. Sexual orientation	Y	N	
14. Dependant/caring responsibilities	Y	N	
15. Could the differential impact identified in 7-14 amount to there being the potential for adverse impact in this policy/service?	Y	N	Please detail
16. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group or another reason?	Y	N	Please explain for each, equality heading on a separate piece of paper.
17. Have you consulted those who are likely to be affected by the policy/service?	Y	N	List those groups/individuals that have been consulted.
18. Should the policy proceed to a full impact assessment?	Y	N	Please detail
19. Date by which full impact assessment to be completed			
20. Reason for non completion			

I am satisfied that this policy has been successfully impact assessed.

I understand the Impact Assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.

Signed: (Assessing person)	G M Edwards	Date:	29 <sup>th</sup> Jan 2008
Signed: (Line Manager)	S G Worrall	Date:	29 <sup>th</sup> Jan 2008
Please note that this impact assessment will be scrutinised by the E&D Officer			



## Draft Fire Authority Corporate Plan 2008/09

### Our vision

Shropshire and Wrekin Fire Authority wants to achieve:

**“A Safer Shropshire”**

### Our mission

Our mission demonstrates how we will achieve the vision:

**Saving life, protecting property and the environment and  
reducing risk within the community**

### Fire and Rescue Service Core Values

Shropshire and Wrekin Fire Authority 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



## Aims of the Fire Authority

Amendments and new aims and objectives appear in bold text.

Previous Aim	Changes
<p>Aim 1</p> <p>Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community</p>	<p>Aim 1</p> <p>Remains unchanged</p>
<p>Aim 2</p> <p>Protect life, property and the environment from fire and other emergencies</p>	<p>Aim 2</p> <p>Remains unchanged</p>
<p>Aim 3</p> <p>Secure the highest level of safety and welfare for all staff and Authority Members by providing effective leadership, training, equipment and systems of work</p>	<p>Aim 3</p> <p>Secure the highest level of safety and welfare/<b>wellbeing</b> for all staff and Authority Members</p>
<p>Aim 4</p> <p>Provide a service that demonstrates quality and best value in service provision</p>	<p>Aim 4</p> <p>Provide a <b>sustainable</b> service that demonstrates quality and best value in service provision</p>
<p>Aim 5</p> <p>Provide a service committed to the highest levels of equality and fairness</p>	<p>Aim 5</p> <p>Provide a service committed to the highest levels of equality and <b>diversity</b></p>

## Objectives of the Fire Authority

Previous Objective	Changes
Objective 1 Reduce the incidence of deaths and injuries in the community	Objective 1 Reduce <b>fire</b> deaths and injuries in the community
Objective 2 Contribute to the reduction of Road Traffic Collisions	Objective 2 <b>Support the life safety agenda of our partners</b>
Objective 3 Reduce the incidence of fires and false alarms.	Objective 3 Reduce the incidence and <b>severity of fires and other emergencies</b>
Objective 4 Ensure the effective enforcement of fire safety legislation	Objective 4 Remains unchanged.
	Objective 5 <b>Reduce false alarms and inappropriate calls for assistance</b>
Objective 5 Ensure the provision of an appropriate risk based approach to fires	Objective 6 Ensure the provision of an appropriate risk based <b>response to fires, road traffic collisions and other emergencies</b>
Objective 6 Ensure the provision of an appropriate response to non-fire emergencies	Objective 7 <b>Maximise the beneficial environmental impact of our intervention actions</b>

<p>Objective 7</p> <p>Minimise the effect of out intervention actions on the environment</p>	<p>Objective 8</p> <p><b>Ensure an appropriate response to regional and national emergencies and crises</b></p>
<p>Objective 8</p> <p>Maintain and improve the health, safety and welfare of all Members and employees</p>	<p>Objective 9</p> <p>Maintain and improve the health, safety and wellbeing/welfare of all Members and employees.</p>
<p>Objective 9</p> <p>Ensure that all Members and employees are competent and able to perform their role</p>	<p>Objective 10</p> <p>Ensure that all Members and employees are competent and able to perform their role by providing effective leadership and development</p>
<p>Objective 10</p> <p>Ensure the provision and availability of appropriate equipment, resources and supplier support</p>	<p>Objective 11</p> <p>Ensure the provision and availability of appropriate information, equipment, resources and supplier support</p>
<p>Objective 11</p> <p>Promote a partnership approach in pursuance of continuous improvement, having regard to a combination of economy, efficiency and effectiveness</p>	<p>Objective 12</p> <p><b>Deliver continuous improvement having regard to a combination of economy, efficiency and effectiveness, in partnership where appropriate</b></p>
<p>Objective 12</p> <p>Ensure the provision of a service that meets the needs of the community</p>	<p>Objective 13</p> <p>Ensure the provision of a service that <b>responds to the needs and views of local communities, where appropriate</b></p>

<p>Objective 13</p> <p>Ensure the effective management of performance and corporate risk</p>	<p>Objective 14</p> <p><b>Ensure effective corporate governance</b></p>
<p>Objective 14</p> <p>Reduce the environmental impact of our daily conduct</p>	<p>Objective 15</p> <p><b>Provide a service which minimises our environmental impact</b></p>
	<p>Objective 16</p> <p><b>Ensure provision of a resilient service</b></p>
	<p>Objective 17</p> <p><b>Manage our information, assets, resources and procurement to maximise value</b></p>
<p>Objective 15</p> <p>Provide a fair and equitable service to the communities of Shropshire and other stakeholders</p>	<p>Objective 18</p> <p>Provide <b>and promote an equitable</b> service to the communities of Shropshire and other stakeholders</p>
<p>Objective 16</p> <p>Provide a fair, equitable and dignified place of work for all employees and visitors</p>	<p>Objective 19</p> <p>Provide a <b>just</b> and dignified place of work environment for all employees, <b>Members</b> and visitors</p>
<p>Objective 17</p> <p>Seek to employ a workforce representative of the community that we serve</p>	<p>Objective 20</p> <p><b>Recruit, promote and retain</b> a workforce representative of the community that we serve</p>

## Improvement Priorities and High Level Core Business

Corporate Objective		Improvement Priority (IP)/ Core Business (CB)	
1	Reduce fire deaths and injuries in the community	IP	Increase ownership of smoke alarms in homes of those most vulnerable to fire
		CB	Carry out home fire risk checks and provide smoke alarms in premises at significant risk
			Educate at risk members of the public in fire prevention and protection
2	Support the life safety agenda of our partners	IP	Engage fully with new and existing unitary structures
		CB	Work alongside partners in Local Area Agreements, Local Strategic Partnerships, Crime and Disorder Reduction Partnerships and others to benefit the safety of communities
3	Reduce the incidence and severity of fires and other emergencies	IP	Reduce incidence of fire crime
		CB	Work alongside partners to reduce deaths and injuries from road traffic collisions in our target groups
4	Ensure the effective enforcement of fire safety legislation	IP	Increase the proportion of business premises included in the Fire Safety Database
			Influence planners, builders and managers of premises to include fire safety as key issues
		CB	Consolidate Regulatory Reform Order requirements
5	Reduce false alarms and inappropriate calls for assistance	IP	Monitor and encourage business to ensure effective management of fire alarm systems
			Implement hoax call reduction strategy
		CB	Educate the public to reduce inappropriate calls for our assistance

6	Ensure the provision of an appropriate risk based response to fires, road traffic collisions and other emergencies	IP	Develop and implement appropriate systems to respond to water related incidents
		CB	Ensure that operational staff and other resources are available to provide an effective response
			Develop, monitor and report appropriate risk based standards
7	Maximise the beneficial environmental impact of our intervention actions	IP	Implement an environmental management system to international standards (ISO 14001. 2004)
		CB	Continue working with the Environment Agency and others on protecting the environment
8	Ensure an appropriate response to regional and national emergencies and crises	IP	Meet National Framework priorities as they relate to regional and national emergencies
		CB	Ensure resilience of Shropshire Fire and Rescue Service during large scale regional/national emergencies
9	Maintain and improve the health, safety and wellbeing/welfare of all Members and employees	IP	Implement the action plan from the results of the Cultural Audit
		CB	Monitor, advise and manage issues relating to health and safety and occupational health
10	Ensure that all Members and employees are competent and able to perform their role by providing effective leadership and development	IP	Extend Firefighter Development Programme to include all operational staff
			Monitor and implement improvements identified from critical national events/publications
		CB	All managers carry out annual Individual Performance Development Reviews with staff
			Provide and record appropriate, auditable and role specific training and development programmes for all staff

11	Ensure the provision and availability of appropriate information, equipment, resources and supplier support	IP	Make improvements in our co-ordinated approach to the recording, provision and use of up-to-date risk information for operational crews/officers
			Manage refurbishment/relocation of Shrewsbury and Wellington stations and associated business process improvements
		CB	Provide and maintain appliances and equipment which meet identified needs and diversity of users
			Deliver effective and beneficial asset and supplier management
			Ensure the effective delivery of our capital programme
12	Deliver continuous improvement having regard to a combination of economy, efficiency and effectiveness, in partnership where appropriate	IP	Engage with the new and existing unitary authorities to benefit the effectiveness and efficiency of our service
		CB	Deliver an effective Integrated Risk Management Plan
			Prepare for and learn from the audit and assessment processes
			Ensure that service objectives and budgets are aligned and maximise effectiveness of budget management throughout the Service
13	Ensure the provision of a service that responds to the needs and views of local communities where appropriate	IP	Develop Consultation and Communication Strategy/Co-ordinate all consultation activities undertaken by the Service
		CB	Develop, implement and monitor Gender, Disability and Race Equality Schemes
14	Ensure effective corporate governance	IP	Prepare for information management and data quality audit
		CB	Ensure appropriate training and support for Authority Members

			Provide corporate support to the Fire Authority
			Ensure appropriate programme/project management, corporate risk management, strategic planning and performance monitoring methodology is adopted
15	Provide a service which minimises our environmental impact	IP	Implement an environmental management system to international standards (ISO 14001. 2004) as they apply to non operational work
		CB	Assess and reduce our environmental impact, including carbon footprint
16	Ensure provision of a Resilient Service	IP	Ensure provision of a resilient service through the management of risks identified in the Business Continuity Plan, Statement of Internal Control/Annual Governance Statement and LRF/RRF risk registers
			Collaborate with neighbouring fire services to ensure cost effective and resilient services
		CB	Deliver a resilient service during the transition to Regional Fire Control/FireLink
17	Manage our information, assets, resources and procurement to maximise value	IP	Delivery of systems identified through TecCom to the Brigade
			Provision of accurate and timely management information through the delivery of PB Views
		CB	Maximise gains from property, operational and information, communication and technology assets
			Maximise benefits from Regional/National Procurement



18	Provide and promote an equitable service to the communities of Shropshire and other stakeholders	IP	Carry out equality impact assessments on operational service functions
			Achieve Level 3 of the Equality Standard for Local Government
		CB	Continue recruitment and promotion activities to national standards
19	Provide a just and dignified place of work environment for all employees, Members and visitors	IP	Implement the action plan arising from the Cultural Audit
			Create and implement an action plan to deliver the Equality and Diversity Strategy
		CB	Support the effective management of the service's disciplinary and grievance procedures
			Support the continuation of equality and diversity training
20	Recruit, promote and retain a workforce representative of the community that we serve	IP	Recruit, promote and retain a workforce representative of the community that we serve
		CB	Continue initiatives to encourage recruitment from under-represented groups
			Continue to use National Firefighter Selection Tests during recruitment