

Direction of Travel Statements – Progress Update

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 inform Members of progress to date against the Direction of Travel (DoT) Statement contained within the 2007 – 08 Performance Plan.

2 Recommendations

The Committee is asked to:

- a) Note the contents of this report; and
- b) Endorse the proposals contained within section 4 of this report.

3 Background

Direction of Travel (DoT) was introduced as an assessment to provide a statement on the improvement or deterioration of Fire Authorities since the baseline Fire and Rescue Comprehensive Performance Assessment (CPA) categorisation in 2005.

Strategy and Resources Committee at its May 2006 meeting agreed the DoT statements which were subsequently published in the 2006 Performance Plan.

In June 2007 the DoT statements were refreshed and again published in the 2007/08 Performance Plan.

4 Progress to date and Future Reporting

DoT statements, by their nature, consider a long term view of achieving excellence against the Authority's aims and objectives. With this in mind the Audit and Performance Management Committee agreed to receive an annual progress report, as opposed to the previous method of reporting progress every three months. The appendix of this report shows annual progress up until the end of the 2007/08 reporting year¹.

During the strategic planning process for 2008/09 officers have reviewed and updated the Authority's aims, objectives, improvement priorities and high level core business. As a consequence of updates the majority of outstanding DoT statements will now be reported as improvement priorities or high level core business. All other DoT statements not captured through this method will be reported through the five directorate plans which support the Authority's overarching Corporate Plan.

5 Financial Implications

There are no direct financial implications arising from this report.

6 Legal Comment

There are no direct legal implications arising from this report.

7 Equality Impact Assessment

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

8 Appendix

Direction of Travel against the strategic aims and corporate objectives as detailed within the 2007/08 Performance Plan.

¹ Please note that progress is recorded against the previous Fire Authority Aims and Corporate Objectives.

9 Background Papers

Shropshire and Wrekin Fire Authority

13 June 2007, Report 13 – Performance Plan 2007/08

Audit and Performance Management Committee

26 July 2007, Paper 14 – Update on 2006/07 Shared Priorities and Performance Reporting.

Strategy and Resources Committee

25 May 2006, Report 7 – 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.

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	Department/ Section	Programme Office
Name of officer	Alison Pritchard	Job title	Performance Improvement Officer
Name of Policy/Service to be assessed	Paper on the Progress of Direction of Travel (as per 2007/08 Performance Plan)	Date of assessment	12 May 2008
New or existing policy	N / E		

1. Briefly describe the aims, objectives and purpose of the policy/service	To update Members on progress to the end of 2007/08 on the Direction of Travel statements contained within the Performance Plan and to outline future reporting.		
2. Are there any associated objectives of the policy/service?			
3. Who is intended to benefit from the policy/service and in what way?	Audit and Performance Committee Members as a scrutiny function.		
4. What outcomes are wanted from this policy/service?	To close down the present Direction of Travel reporting as items are now subsumed within the new reporting framework.		
5. Who are the main stakeholders in relation to the policy/service?	Fire Authority Members and Directorate Heads initially.		
6. Who implements the policy/service and who is responsible for this?	See 3 above and the Programme Office.		
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)		Date:	
Signed: (Line Manager)		Date:	
Please note that this impact assessment will be scrutinised by the E&D Officer			

Direction of Travel against Strategic Aims and Corporate Objectives

Strategic Aim	Corporate Objective	Corporate Risks	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	There are seven significant risks associated with this Strategic Aim and Objective	70	Community Safety activities in high risk areas	Expansion of Community Safety activities into all areas	Achievement of PSA targets	143 (i), (ii) 208	<p>All Retained Duty System (RDS) stations now delivering Community Fire Safety (CFS) work including home safety audits and provision of safety advice.</p> <p>Additional funding made available for rural community fire safety advocates who will replicate our schools education program in the rural areas.</p> <p>Community Safety Outreach vehicle now operating in all parts of the County providing fire safety education and guidance.</p> <p>People at Risk Team now established and seeking information from partners and agencies so we can pinpoint where our vulnerable people are and make them safe.</p> <p>Latest statistics reinforce claims for progressive reduction in deaths and injuries relating to fire.</p>
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Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date	
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence			
	2. Contribute to the reduction of RTC	There are four significant risks associated with this Strategic Aim and Objective	70	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		<p>Working well with partners, including safety camera partnerships and private sector companies (Mothercare), to promote road safety.</p> <p>Road Traffic Collision (RTC) reduction targeted at Colleges and 6th Form Colleges.</p> <p>RTC Reduction Officer now employed within CFS team and developing plans and activities to secure further reductions in road and pedestrian accidents.</p>
	3. Reduce the incidence of fires and false alarms	There are six significant risks associated with this Strategic Aim and Objective	70	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	<p>142 (i), (ii), (iii), 146 (i), (ii), 149 (i), (ii), (iii), 206 (i), (ii), (iii), (iv) 209 (i), (ii), (iii)</p>	<p>Existing CFS works continue. Commitment through Station Action Plans to work in partnership in local areas.</p> <p>Second phase of Home Safety Risk Assessments in rural areas progressing well</p> <p>Continued involvement in local Crime and Disorder Reduction Partnerships (CDRP). Crews attending new 'PACT meetings in local areas well as Shropshire County Council 'Lets Talk' meetings.</p> <p>Now fully integrated with local CDRPs and influencing crime strategies through improved statistics</p>

Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date	
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence			
	4. Ensure the effective enforcement of fire safety legislation	There are four significant risks associated with this Strategic Aim and Objective	71	Effective operation of Fire Precautions act and Workplace Regulations	Introduction of new fire safety regulations	All wholetime and retained stations carrying out business fire safety inspections	14 (Not obligatory to report on – under review from DCLG)	<p>New data base to identify risk being developed. All operational staff trained in 'short audit' process and carrying out new style audits.</p> <p>Review of remote working being carried out to identify best ways of working around County.</p> <p>Watches now trained and undertaking abbreviated business fire safety inspections (termed Short Audits). This is shortly to be replicated using Retained Firefighters working in the rural areas of the County</p>
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2.Protect life, property and the environment from fire and other emergencies	5. Ensure the provision of an appropriate risk based approach to fires	There are five significant risks associated with this Strategic Aim and Objective	51	Implemented IRMP procedures in Shropshire	An embedded process that regularly reviews and realigns the provision of resources against need within Shropshire	Operational resources realigned to identified needs in Shropshire	144 145	<p>New response standards are now in place and are being monitored.</p> <p>Telford Fire Cover Review complete. Shrewsbury Fire Cover review is ongoing.</p>
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Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence		
	6. Ensure the provision of an appropriate response to non-fire emergencies	There are six significant risks associated with this Strategic Aim and Objective	68	Developing response standards to non-fire emergencies	Proactive response to emerging risks in the environment. Enhanced performance monitoring of response to non-fire emergencies. Operational resources used to best effect to reduce risk to life across Shropshire.		New rescue tender Project completed. Training programmes for USAR being implemented. IRMP analysing crewing arrangements for specialist rescue appliances. All specialist appliances crewed 24/7.
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7. Minimise the effect of our intervention actions on the environment	There are three significant risks associated with this Strategic Aim and Objective	41	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. A nationally developed Memorandum of Understanding being reviewed. Foam training facilities being reviewed. ISO 14001:2004 system which includes operational activities.
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Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date	
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence			
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	There are seven significant risks associated with this Strategic Aim and Objective	70	Health and Safety procedures in place but further development needed	All staff actively manage risks in their environment	Achieve and champion ISO 18001. Health and Safety activities to be ISO 9001 registered.	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. ISO 9001 (including Health and Safety and Accident Reporting) achieved in December 2007
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	9. Ensure that all members and employees are competent and able to perform their role	There are six significant risks associated with this Strategic Aim and Objective	70	Training and developing identified needs for people are fulfilled for current and future roles liP accredited organisation	Integrating the development review process for employees and members Implementing IPDS across the organisation All staff competent and equipped to deal with new threats	ISO 9001 registered for development activities IPDS fully integrated		Ongoing, in-house training has now been reviewed to ensure balance of input & assessment. New core skill programme developed and issued resulting in 50% increase in training delivery per course. Member development review process now complete and training implemented accordingly. Workplace Development team have completed a full audit of all Individual Development Records and revised the frequencies required. Future audit responsibility passed to District.
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Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date	
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence			
	10. Ensure the provision and availability of appropriate equipment, resources and supplier support.	There are five significant risks associated with this Strategic Aim and Objective	68 51 41 11 20	A number of asset management plans are in place and used to guide investment decisions in support of IRMP	<p>Deliver equipment needs using national and regional procurement initiatives</p> <p>ISO 9001 registered procurement and resource management</p> <p>Supported award of national pumping appliance contract</p>	<p>An embedded process that proactively reviews and realigns provision of resources to a dynamic environment.</p> <p>User friendly integrated storage of all data assets to support performance needs.</p>	157	<p>Member champion involved, presentation given to CFA in 2007 (with a further one planned) seeking formal adoption of strategy document.</p> <p>Available national contracts distributed, assessed and being used.</p> <p>Phase 2 of appliance reallocation programme to start shortly.</p> <p>The Performance Management System PB Views is being rolled out throughout the organisation.</p>
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	There are three significant risks associated with this Strategic Aim and Objective	70 64 51	Partnership established but no robust methodology for evaluation	<p>Develop and implement a partnership strategy that adds value, encourages innovation and improves quality of service</p> <p>Partnership strategy further developed with regard to best practice.</p>	<p>Partnership strategy embedded within the organisation which is ISO 9001 compliant.</p> <p>Ensure all partnerships have meaningful measures of performance and can show tangible benefits.</p>	8, 150	<p>90% of partnerships now risk assessed.</p> <p>Partnerships on Corporate Risk register.</p> <p>Electronic register in place.</p> <p>Each Partnership will be Equality Impact assessed.</p> <p>A performance assessment of existing partnerships is underway.</p> <p>Partnership assessment of WMRMB completed.</p>

Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date	
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence			
	12. Ensure the provision of a service that meets the needs of the community	There are eight significant risks associated with this Strategic Aim and Objective	70	Implemented IRMP procedures	Implementation of new cost effective risk based standards	Provide the maximum service for the minimum cost.	3, 5a, 5b	<p>New Response standards for Fire and RTCs in place and being monitored.</p> <p>Response standards for water rescue being developed.</p> <p>Fire cover review for Telford completed and changed being made. Shrewsbury fire cover review ongoing.</p>
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	13. Ensure the effective management of performance and corporate risk	There are seven significant risks associated with this Strategic Aim and Objective	68	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 indicators	Fully implemented, tested and reviewed disaster recovery and business continuity plans. Performance is monitored to ensure that investment achieves the anticipated benefits.		<p>Good results received for Risk Management as part of the Use of Resources audit 2006 and 2007. With Risk management at the corporate level now well embedded, further work is ongoing to ensure it is embedded at the Departmental level.</p> <p>Initial Brigade wide Business Continuity Plan published in January 2007. This is now subject to annual review and testing with all learning outcomes being used to drive improvement.</p> <p>The Performance Management System PB Views is being rolled out throughout the organisation.</p>
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Strategic Aim	Corporate Objective	Corporate Risks		Direction of Travel			BVPI	Progress to date
				2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence		
	14. Reduce the environmental impact of our daily conduct	There are no significant risks associated with this Strategic Aim and Objective	0	A first position statement and improvement plan written	Develop and achieve targets set in improvement plan Develop a full environmental management system which identifies and targets areas of greatest significance	The position is recognised and registered under ISO14001:2004		ISO 14001 system registered with BSI in March 2008.
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	There is one significant risks associated with this Strategic Aim and Objective	70	Service provision based on national standards	Integrated Risk Management Planning allows for the development of and alignment of a fire and rescue service to all communities dependent on risk	To provide a service that proactively reviews and realigns the provision of resources to a diverse and changing nature of our communities	3, 17a, b	New attendance standards implemented and delivered across the county. These are helping to ensure that resources are distributed according to identified risk including that experienced in the more rural parts of the county.
	16. Provide a fair, equitable and dignified place of work for all employees and visitors	There are three significant risks associated with this Strategic Aim and Objective	70 17 46	Training our managers in core management skills building effective positive relationships with Representative Bodies and Cultural change	Improving internal communications, developing management competence, experience and accountability, embedding our core values	Having a working environment that champions mutual respect and dignity	2a, b 11 (i), (ii), (iii)	Supervisory and Middle Management Development programmes have now been completed. Senior staff and managers have been trained in undertaking Equality Impact Assessments Equality and Diversity briefings in RDS stations are complete and are ongoing for Watches.

Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date	
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence			
	17. Seek to employ a workforce representative of the community that we serve.	There are two significant risks associated with this Strategic Aim and Objective	70 46	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	<p>Taster sessions held in Nov 2007 for 'BME', Women and 'open to all'.</p> <p>Disability Discrimination Act implemented leading to increasing numbers of individual cases being considered at recruitment stage. Disability Equality Scheme developed and Gender equality scheme in progress.</p> <p>Recruitment targets set for females in to the RDS and activity has commenced.</p> <p>Bi-lingual advocate appointed (temporarily).</p>

Corporate Risk Descriptors

Listed below are the risks that Fire Authority members have identified as Significant (above tolerance level).

Risk ID	Detail	Current Risk Rate
17	If the Retained Firefighters "Working Time" court case goes against Fire Authority's, then there is potential for the Authority to have to pay significant sums of money out in court costs, and backdated pension contributions (Emp Circular 20/2005)	9
70	If Equality and Diversity is not fully mainstreamed and integrated into all Authority activities, there will be adverse impact on financial, ethical and service delivery issues.	9
11	If the county suffers a harsh winter, then there is a chance that the Service will not be able to deliver an appropriate level of service to the people of Shropshire.	6
20	If the organisation is not able to use its buildings, its people and/or its other resources due to a disaster scenario, then it is unlikely to be able to deliver essential services to the communities of Shropshire (not including strike action)	6
35	Information exempt from publication by virtue of the Local Governments Act 1972, Schedule 12A, paragraph 4.	6
41	The current push by government for centralised purchasing of Fire Service products and services (FireControl and FireBuy etc) could impact on the commercial viability of the Authority's current contracts.	6
46	By undertaking a cultural audit, staff expectations will be raised and the identification of significant issues could result in a large increase in work load for the service and a reduction in morale if expectations are not managed/met.	6
51	If the Brigade's data quality systems lack the appropriate quality processes and controls, then the Brigade's funding and its allocation of resources against stated objectives may be compromised.	6
64	If the implications of the Government's proposals for the Long Term Capability Management of all 'New Dimensions' assets (as described in FSC 26/2007) are not fully considered, then there is a risk that the Authority budgets may be detrimentally impacted into the future.	6
68	If the Brigade does not have policies and procedures, relating to water rescue incidents, that effectively balance the risks to staff versus the risk to the public, then the Fire Authority could be subject to prosecution under health and safety law or a significant loss in reputation	6
71	If the paper records held by the Fire Safety department were damaged or destroyed by a catastrophic event, then the Service would not be able to fulfil its fire safety enforcement role as effectively.	6
0	No significant risks	0