

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 Steve Worrall, Assistant Chief Fire Officer, on 01743 260204.

1 Purpose of Report

To seek Member approval of the proposed contents and layout of the Fire Authority's Corporate Plan 2008/09.

2 Recommendations

The Strategy and Resources Committee is requested to consider and approve the contents and layout of the proposed Corporate Plan (as appended).

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. These requirements are currently undergoing change following the recent introduction of the Local Government and Public Involvement in Health Act 2007. The Act deregulates the Best Value regime and as a consequence will remove the requirement to produce a Best Value Performance Plan.

These changes were reported to the Fire Authority on 13 February 2008, with approval given to the creation of 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 that impact upon the Authority.

Having considered and agreed a refreshed suite of aims and objectives, underpinned by an aligned set of priorities and core business, the Authority delegated responsibility to its Strategy and Resources Committee to approve the final contents and layout of the Corporate Plan.



4 Corporate Plan

The new Corporate Plan has been developed to set out the Fire Authority's:

- Purpose
- Core Values
- Aims
- Objectives
- Improvement Priorities
- Core Business
- Budget 2008/09
- Integrated Risk Management Plan Action Plan 2008/09
- Target Statement 2008/09

A review of national changes that will impact upon performance targets has led to the conclusion that to publish the full three-year suite of targets within the Corporate Plan would be impractical and lead to confusion.

Consequently, it is proposed to publish the targets (as discussed in accompanying report 6a) on the Brigade's website only.

A constant challenge to the Authority and Service has been the publication of a performance plan in a format that 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 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.

The attached appendix provides a draft layout of the Corporate Plan, together with the proposed textual content of the Plan. It must be stressed that the layout is for illustration purposes only. The actual layout and design/artwork will be determined by the appointed publisher for optimum impact.

A web-based online version will also be available for external stakeholders. The web version will offer hyperlinks to supporting documents, such as the Medium Term Financial Plan, Integrated Risk Management Plan and the full suite of agreed targets etc.

5 Financial Implications

Budgetary provision has been made for publication of the Plan in poster format.

6 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.



7 Equality Impact Assessment

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

8 Appendix

Draft Fire Authority Corporate Plan 2008/09

9 Background Papers

Shropshire and Wrekin Fire Authority

- 13 February 2008, Report 15 – Corporate Plan 2008/09
- Audit and Performance Management Committee
27 September 2007, Report 12 – Integrated Strategic Planning Process
- Strategy and Resources Committee
20 September 2007, Report 7 – Integrated Strategic Planning Process
- Strategy and Resources Committee,
24 May 2007, Report 5 – Service and Budget Planning

Her Majesty's Government

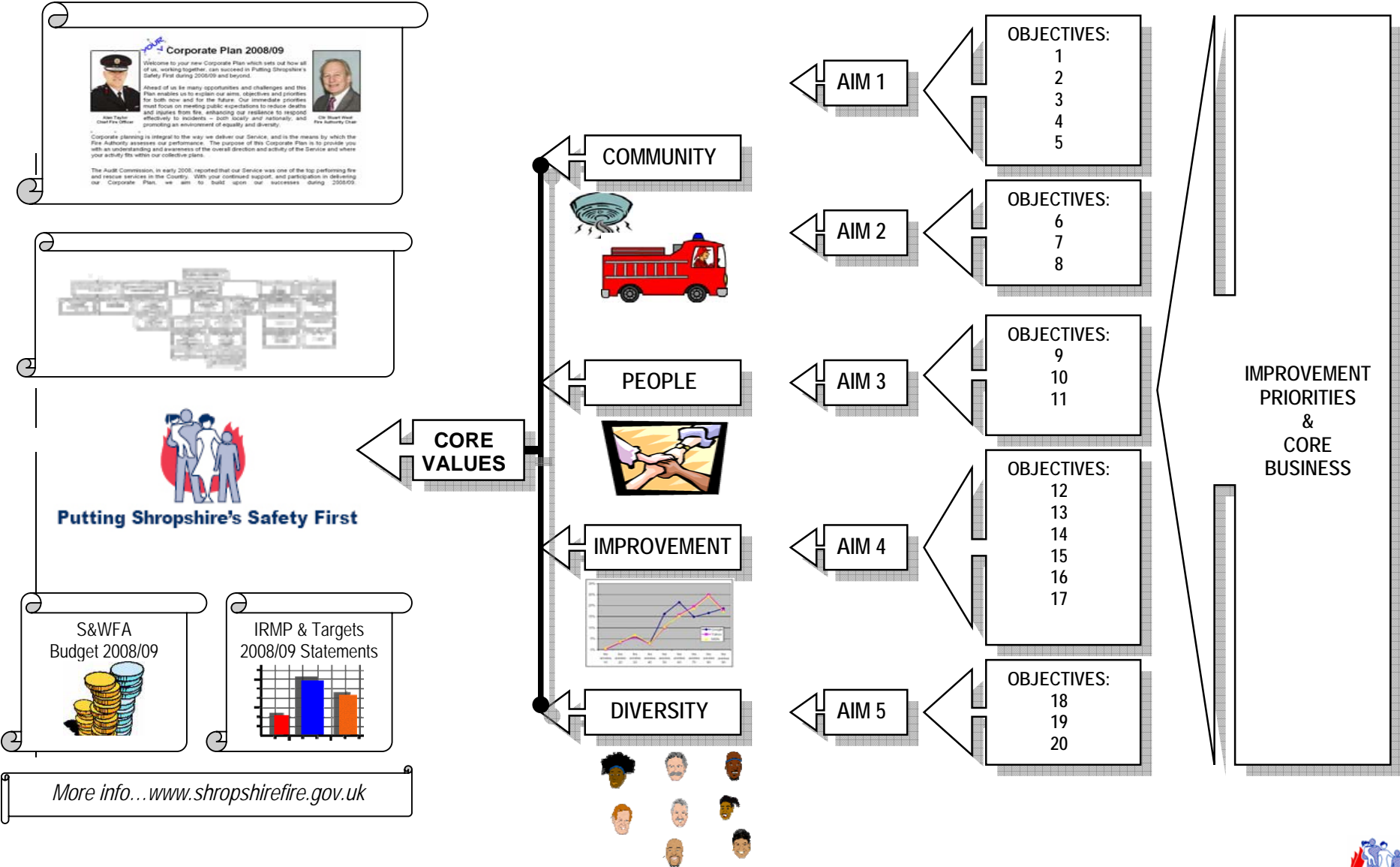
- November 2007 - Creating Strong, Safe and Prosperous Communities
Statutory Guidance: Draft for Consultation

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	*



Fire Authority Corporate Plan 2008/09: Draft Layout



your

Corporate Plan 2008/09



Alan Taylor
Chief Fire Officer

Welcome to *your* new Corporate Plan which sets out how all of us, working together, can succeed in Putting Shropshire's Safety First during 2008/09 and beyond.

Ahead of us lie many opportunities and challenges and this Plan enables us to explain our aims, objectives and priorities for both now and the future. Our immediate priorities must focus on meeting public expectations to reduce deaths and injuries from fire, enhancing our resilience to respond effectively to incidents – *both locally and nationally*, and promoting an environment of equality and diversity.



Cllr Stuart West
Fire Authority Chair

Corporate planning is integral to the way we deliver our Service, and is the means by which the Fire Authority assesses our performance. The purpose of this Corporate Plan is to provide you with an understanding and awareness of the overall direction and activity of the Service and where your activity fits within our collective plans.

The Audit Commission, in early 2008, reported that our Service was one of the top performing fire and rescue services in the Country. With your continued support, and participation in delivering our Corporate Plan, we aim to build upon our successes during 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



Corporate Aims	Corporate Objectives
Aim 1 Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community	Objective 1: Reduce fire deaths and injuries in the community
	Objective 2: Support the life safety agenda of our partners
	Objective 3: Reduce the incidence and severity of fires and other emergencies
	Objective 4: Ensure the effective enforcement of fire safety legislation
	Objective 5: Reduce false alarms and inappropriate calls for assistance
Aim 2 Protect life, property and the environment from fire and other emergencies	Objective 6: Ensure the provision of an appropriate risk based response to fires, road traffic collisions and other emergencies
	Objective 7: Maximise the beneficial environmental impact of our intervention actions
	Objective 8: Ensure an appropriate response to regional and national emergencies and crises
Aim 3 Secure the highest level of safety and welfare/wellbeing for all staff and Authority Members	Objective 9: Maintain and improve the health, safety and wellbeing/welfare of all Members and employees.
	Objective 10: Ensure that all Members and employees are competent and able to perform their role by providing effective leadership and development
	Objective 11: Ensure the provision and availability of appropriate information, equipment, resources and supplier support
Aim 4 Provide a sustainable service that demonstrates quality and best value in service provision	Objective 12: Deliver continuous improvement having regard to a combination of economy, efficiency and effectiveness, in partnership where appropriate
	Objective 13: Ensure the provision of a service that responds to the needs and views of local communities, where appropriate
	Objective 14: Ensure effective corporate governance
	Objective 15: Provide a service which minimises our environmental impact
	Objective 16: Ensure provision of a resilient service
Aim 5 Provide a service committed to the highest levels of equality and diversity	Objective 17: Manage our information, assets, resources and procurement to maximise value
	Objective 18: Provide and promote an equitable service to the communities of Shropshire and other stakeholders
	Objective 19: Provide a just and dignified place of work environment for all employees, Members and visitors
	Objective 20: Recruit, promote and retain a workforce representative of the community that we serve



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
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
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



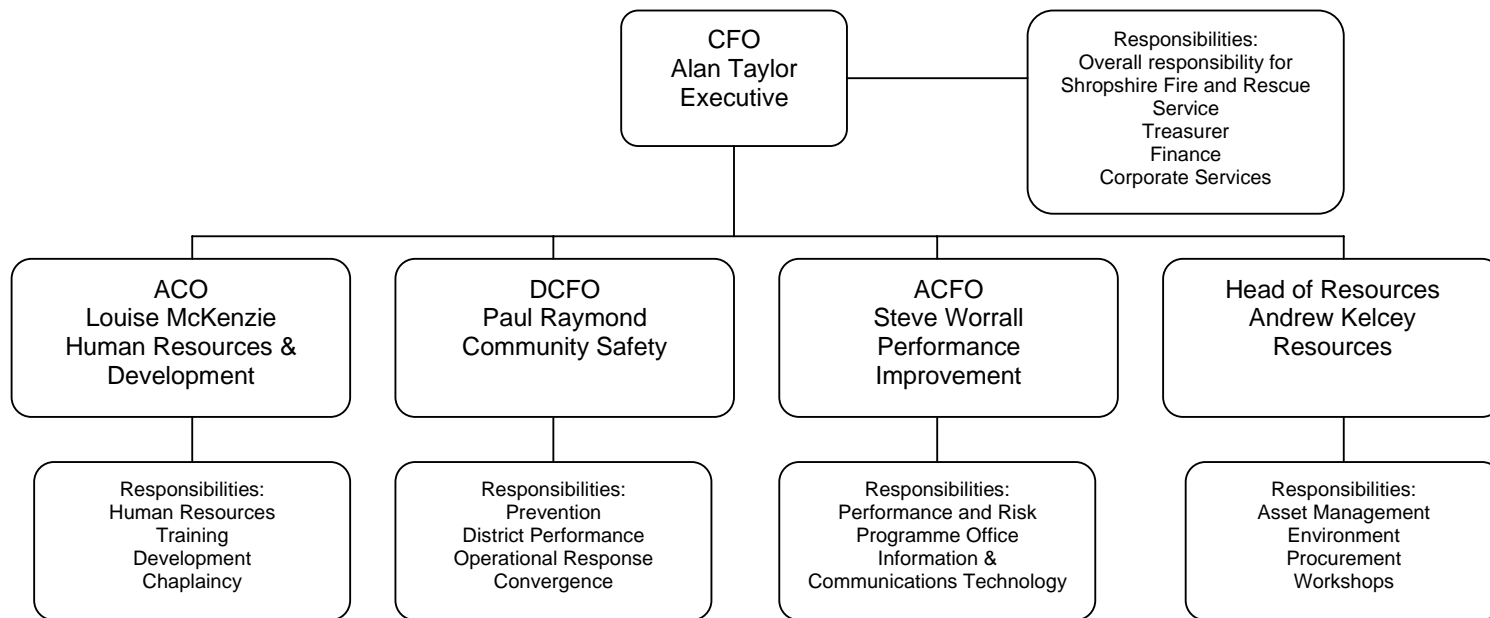
9	Maintain and improve the health, safety and wellbeing/welfare of all Members and employees	IP	Implement the action plan from the results of the Cultural Audit
			Instigate measures to protect staff from hostile activity in the community
		CB	Monitor, advise and manage issues relating to health and 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/Coordinate 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
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 on Internal Control/Annual Governance Statement and Local Resilience Forum/Regional Resilience Forum 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	Deliver systems identified through TecCom to the Brigade
			Provide 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



Shropshire Fire and Rescue Service Organisational Chart



Revenue Budget 2008/09 Key Service Areas	Pay £'000	Other £'000	Total £'000
Executive			
Executive	301	68	369
Corporate Support	167	449	616
Finance	137	1,512	1,649
<u>Total Executive</u>	605	2,029	2,634
Service Delivery			
Operational Response	388	0	388
Fire Prevention	1,019	100	1,119
District Performance	9,837	0	9,837
Fire Control	665	95	760
<u>Total Service Delivery</u>	11,909	195	12,104
Strategy and Performance			
Management of Risk	310	89	399
Programme Office and Regional Management Board	275	37	312
Information and Communications	180	701	881
<u>Total Strategy and Performance</u>	765	827	1,592
Human Resources and Development			
Human Resources	295	174	469
Training and Development	708	406	1,114
<u>Total Human Resources and Development</u>	1,003	580	1,583
Resources			
Technical Services	267	1,560	1,827
Workshops	177	117	294
<u>Total Resources</u>	444	1,677	2,121
Total Revenue Budget	14,726	5,308	20,034



Integrated Risk Management Planning

The Service will seek to implement, during 2008/09, agreed outcomes of the Integrated Risk management Plan (IRMP) Action Plan, which will address:

- Shrewsbury Fire Cover Review
- Officer Cover Resilience
- Cultural Audit Action Plan

For full and up-to-date details regarding the IRMP process please visit the Service's website.

Targets

During 2008/09 several changes will take place to the way the Service sets targets and captures data. For full and up-to-date details regarding current and new targets please visit the Service's website.



Our local Station/Department Key

Targets:

Note:

This box will be for Stations and Departments to insert on a regular basis local key targets supporting the Service's overarching priorities of:

- *Meeting public expectations*
- *Enhancing resilience*
- *Promoting equality and diversity*

Examples might be:

- *Retained stations setting station availability targets*
- *Wholtime stations setting targets for home fire safety visits*
- *Human Resources setting targets for recruitment*
- *Control setting targets for call handling etc.*

Need more information?

For more information regarding any aspect of the Service's Corporate Plan please visit our website: www.shropshirefire.gov.uk or contact the Programme Office on 01743 260227.





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

Directorate	Performance Improvement	Department/ Section	HQ
Name of officer	Steve Worrall	Job title	ACFO
Name of Policy/Service to be assessed	Corporate Plan	Date of assessment	26 th February 2008
New or existing policy	E		

1. Briefly describe the aims, objectives and purpose of the policy/service	The paper seeks Member approval of the Corporate Plan		
2. Are there any associated objectives of the policy/service?	Yes – it sets out the aims and objectives		
3. Who is intended to benefit from the policy/service and in what way?	Members, Officers & Staff		
4. What outcomes are wanted from this policy/service?	Plan approval		
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	
16. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group or another reason?	Y	N	
17. Have you consulted those who are likely to be affected by the policy/service?	Y	N	
18. Should the policy proceed to a full impact assessment?	Y	N	
19. Date by which full impact assessment to be completed			
20. Reason for non completion	N/A		

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)	S G Worrall	Date:	26 th Feb 2008
Signed: (Line Manager)		Date:	
Please note that this impact assessment will be scrutinised by the E&D Officer			

