

Performance Plan 2006 – 08 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

This report informs Members of progress to date against the Direction of Travel Statement contained within the 2006 – 08 Performance Plan.

2 Recommendations

Members are asked to note the contents of the report in respect of progress against the Direction of Travel Statements.

3 Background

In June 2006 the Fire Authority considered and approved the 2006 – 08 Performance Plan. Prior to that the Strategy and Resources Committee, at its May, meeting approved the Direction of Travel statements contained within the Plan.

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

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.

Members have received updates previously on progress against the areas for improvement that were identified during the 2005 CPA assessment of the Authority. These areas for improvement were incorporated into the Fire Authority's self assessment document that was used by the Audit Commission for the Direction of Travel Audit conducted in November 2006.

Direction of Travel is one element of the Performance Framework, at the conclusion of all of the assessments a scored judgment will be made by the Audit Commission. Members are requested to await the outcomes of the judgement (scheduled for April 2007) to decide on how best to proceed with future reporting on CPA.

Further information on the Performance Framework for Fire and Rescue Authorities can be found at the Audit Commission website on the link below:

<http://www.audit-commission.gov.uk/cpa/fire/>

5 Risk

Members at the December 2006 meeting of the Committee requested that the reporting table should be amended to include risk. Following consultation with the Authority's Head of Risk Management it was decided that the most appropriate level of risk to be reported to Members is at the corporate level.

Columns have been included indicating the number of significant risks (those identified as above tolerance level defined by Strategy and Resources Committee on the 25 May 2006) against each Strategic Aim and Corporate Objective and then listing these risks. An explanatory table is included at Appendix B.

An exercise is being conducted within the Authority to ensure that risk is being managed and monitored departmentally. The process for reporting this will be through Policy Group initially with any significant issues considered for escalation to the Corporate Risk Register.

6 Financial Implications

There are no financial implications arising directly from this report.



7 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.

8 Equality Impact Assessment

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

9 Appendices

Appendix A

Table of the Direction of Travel against the Fire Authority's Strategic Aims and Objectives

Appendix B

Corporate Risk Descriptors

10 Background Papers

Shropshire and Wrekin Fire Authority

Extraordinary Meeting 15 June 2005 Report 4 – 2005/06 Performance Plan and Minutes

Performance Plan 2005 – 06 June 2005

8 February 2006 Report 14 – Performance Plan 2006-08

18 October 2006 Report 18 (Tabled document) – Fire and Rescue Service Performance Framework 2006/07 – Overview

Finance and Performance Management Committee

22 September 2005 Report 13 – Performance against Performance Plan 2005/06

Strategy and Resources Committee

13 March 2006 Report 5 – Performance Plan 2006-08

25 May 2006 Report 10 – Corporate Risk Management Summary

Audit and Performance Management Committee

15 June 2006 Report 6 – Performance against Performance Plan 2005/06 Performance Plan 2006-08

7 September 2006 Report 8 – Performance Plan 2006 – 08 Direction of Travel Statement Progress Report.

7 December 2006 Report 5 – Performance Plan 2006 – 08 Direction of Travel Statement Progress Report.



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	Corporate Support Officer
Name of Policy/Service to be assessed	Reporting on Direction of Travel (DOT)	Date of assessment	23 February 2007
New or existing policy	N / E		

1. Briefly describe the aims, objectives and purpose of the policy/service	To inform members of progress to date against the DOT Statement contained within the 2006 – 08 Performance Plan.		
2. Are there any associated objectives of the policy/service?	The report supports Strategic Aim 4, Objective 12.		
3. Who is intended to benefit from the policy/service and in what way?	In June 2006 the Fire Authority approved the 2006 – 08 Performance Plan, prior to that Strategy and Resources approved the DOT statements. The Audit and Performance Management committee have a scrutiny role in monitoring the progress of the information within the DOT statements.		
4. What outcomes are wanted from this policy/service?	See 1. above.		
5. Who are the main stakeholders in relation to the policy/service?	Audit and Performance Management Committee.		
6. Who implements the policy/service and who is responsible for this?	This reporting structure is maintained and monitored through the Brigade 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?	Y	N	Please detail
8. Age	Y	N	Assumption has been made that EIAs appertaining to relevant issues have been carried out departmentally where appropriate.
9. Disability	Y	N	Assumption has been made that EIAs appertaining to relevant issues have been carried out departmentally where appropriate.
10. Gender	Y	N	Assumption has been made that EIAs appertaining to



			relevant issues have been carried out departmentally where appropriate.
11. Race	Y	N	Assumption has been made that EIAs appertaining to relevant issues have been carried out departmentally where appropriate.
12. Religion or belief	Y	N	Assumption has been made that EIAs appertaining to relevant issues have been carried out departmentally where appropriate.
13. Sexual orientation	Y	N	Assumption has been made that EIAs appertaining to relevant issues have been carried out departmentally where appropriate.
14. Dependant/caring responsibilities	Y	N	Assumption has been made that EIAs appertaining to relevant issues have been carried out departmentally where appropriate.
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
As detailed within the 2006 – 08 Performance Plan.**

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 four significant risks associated with this Strategic Aim and Objective	20	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 trained in Community Fire Safety (CFS) work. First tranche of campaign to fit smoke detectors in rural areas complete and stations now trained and Home Fire Safety Checks being carried out in some areas.</p> <p>A team of volunteers has been established to support Retained Duty System (RDS) stations who have found it more difficult to achieve targets.</p> <p>Additional funding made available for further work.</p> <p>Older Persons Officer recruited and delivering many initiatives through partners.</p> <p>An "Outreach Vehicle" has been designed and sourced to enable the Brigade to take fire safety education into the rural communities. This will be operational by April 2007.</p> <p>Contacts are increased at local level through Partners and Communities Together (PACT) meetings and 'Lets Talk' meetings leading to a more responsive prevention service.</p>
			11					
			50					
			51					

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 road traffic collisions (RTCs)	There are three significant risks associated with this Strategic Aim and Objective	11	50	51	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>Fire Authority funding approval for instigation of RTC reduction policy which is now underway with staff training being carried out and local awareness training initiatives being implemented.</p> <p>Activity underway on community education, including partnership work and Local Authorities, Safety Camera Partnership and others.</p>
	3. Reduce the incidence of fires and false alarms	There are four significant risks associated with this Strategic Aim and Objective	20	11	50	51	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 Chief Fire Officers Association 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>

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 three significant risks associated with this Strategic Aim and Objective	20	11	50	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 Communities and Local Government)	<p>New fire safety database (Community Fire Risk Management Information System (CFRMIS)) now up and running.</p> <p>The Regulatory Reform Fire Safety Order (RRO) has been introduced and our Fire Safety Officers are undertaking audits of the 17,000 commercial premises we now have enforcement responsibility for.</p> <p>New Brigade Orders to guide staff in RRO inspection completed and out for consultation.</p> <p>Two non uniformed specialists employed in Business Fire Safety.</p> <p>Wholetime staff are being trained in fire safety auditing work to supplement the activities of the specialist Fire Safety Officers (FSO's). A programme to include Retained Duty System staff in this activity is being developed.</p>			
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 six significant risks associated with this Strategic Aim and Objective	20	11	41	47	50	51	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	<p>New Response standards are now in place and are being monitored.</p> <p>Following the outcomes of the IRMP Consultation (August to November), the feasibility of introduction of response standards for water rescue incidents is now being investigated</p> <p>Plans are being developed for catastrophic events such as terrorist attacks and flu pandemics.</p>

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	20	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. Local multi-agency Major Incident Contingency planning for group formed. Further development of new rescue tender underway. Due for delivery August 2007.	
	11							
	41							
	47							
	50							
	51							
	7. Minimise the effect of our intervention actions on the environment	There are four significant risks associated with this Strategic Aim and Objective	20	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.	
	41							
	47							
	50							
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	20	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 Health and Safety (H&S) training requirements is ongoing.
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	41							
	47							
	50							
	55							
	17							

Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date	
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence			
	9. Ensure that all Members and employees are competent and able to perform their role	There are seven significant risks associated with this Strategic Aim and Objective	20 11 41 47 50 55 51	Training and developing identified needs for people are fulfilled for current and future roles ITP accredited organisation	Integrating the development review process for employees and members Implementing Integrated Personal Development System (IPDS) across organisation	ISO 9000 accreditation for development activities IPDS fully integrated		Ongoing, in-house training has now been reviewed to ensure balance of input and assessment. New core skill programme developed and issued resulting in 50% increase in training delivery per course. Member development review process now complete. Workplace Development team have completed a full audit of all Individual Development Records and revised the frequencies required. Future audit responsibility passed to District.
	10. Ensure the provision and availability of appropriate equipment, resources and supplier support.	There are six significant risks associated with this Strategic Aim and Objective	20 11 41 47 50 51	A number of asset management plans are in place and used to guide investment decisions in support of Integrated Risk Management Planning (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	Member champion involved, presentation given to CFA 14/2/07 seeking formal adoption of strategy document. Available national contracts distributed, assessed and being used. Phase 2 of appliance reallocation programme to start shortly.

Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date												
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence														
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 four significant risks associated with this Strategic Aim and Objective	44	Partnerships 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	<p>Brigade Partnership Strategy has been released and the Brigade Order issued.</p> <p>Partnerships have been included on the Corporate Risk Register.</p> <p>90% of partnerships have been risk assessed.</p> <p>Consideration of the process of measuring the performance of partnerships is underway.</p> <p>Each partnership will be equality impact assessed.</p>											
	47		60						51		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	20	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 payers	3, 5a, 5b	<p>New Response standards for Fire and RTC's in place and being monitored.</p> <p>Fire cover review for Telford completed with recommendations for change included in Draft Action Plan 2007/08.</p>	
	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	20	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 payers	3, 5a, 5b	<p>New Response standards for Fire and RTC's in place and being monitored.</p> <p>Fire cover review for Telford completed with recommendations for change included in Draft Action Plan 2007/08.</p>											
	11		41						44	47	50		60						51

Strategic Aim	Corporate Objective	Corporate Risks	Direction of Travel			BVPI	Progress to date	
			2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence			
	13. Ensure the effective management of performance and corporate risk	There are eight significant risks associated with this Strategic Aim and Objective	20 11 41 44 46 47 50 51	Corporate Risk Policy created. Performance monitoring against external targets	Embedding corporate risk management and development of disaster recovery and business continuity plans. Convergence of Management Information System 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.</p> <p>Member Risk Champion nominated and liaison started with Head of Risk Management.</p> <p>Regular reporting to Policy Group, Strategy and Resources Committee and Fire Authority.</p> <p>Business Continuity plans completed with Risk Management Department and now being published.</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	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	The position is recognised and registered under ISO14001:2004		Work ongoing with Groundworks EMS to develop an environmental management system based on ISO14001:2004 principles.

Strategic Aim	Corporate Objective	Corporate Risks		Direction of Travel			BVPI	Progress to date
				2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence		
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 are no significant risks associated with this Strategic Aim and Objective	0	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	Bi-lingual community fire safety advocates being employed on a part-time basis and undertaken a very successful campaign in the Wellington area. Proposals to make this post permanent being considered. Contact being made with new Black Minority Ethnic (BME) migrants into the County e.g. East Africans in Telford. All policies and procedures being impact assessed.
	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	46 47 17	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 Management Development programme has now been completed and the Middle Management Development programme is being developed. Senior staff have been trained in undertaking Equality Impact Assessments Equality and Diversity briefings in Retained Duty System 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	46	Raising the profile of Shropshire Fire and Rescue Service (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 June 2006 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 Quality 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>
			47					

Appendix B

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 Authorities, then there is potential for the Authority to have to pay significant sums of money out in court costs, and backdated pension contributions (Employer Circular 20/2005)	9
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.	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
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
44	There are risks inherent in the Fire Authority working in partnership with other agencies/groups. If these are not properly controlled, they could potentially impact on the financial standing and reputation of the Fire Authority.	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
47	If the Regional Fire Control/Fire Link projects suffer long delays or fail, then the Brigade's ability to maintain a robust command and control function may be comprised. This would also have an impact on all future planning decisions for the Service.	6
50	Lack of understanding of the proposed Manslaughter Bill and its implications, could render the Authority more likely to be prosecuted in the event of an on-duty death of an employee.	6
55	The Service is going through a period of change in the way it manages and records all of the on-station training activities. If the methods used to manage this process are not sufficiently robust then there is a risk that the organisation may be subject to prosecution under health and safety legislation.	6
60	Organisation structural changes to the councils in Shropshire, as a result of the recent Local Government White Paper, could present potential threats to the way the Fire Authority achieves its strategic objectives, depending on the shape and structure of any new Unitary Authority.	6
0	No significant risks	0