

Draft Service Plan 2012/13

Report of the Chief Fire Officer

For further information about this report please contact Paul Raymond, Chief Fire Officer, on 01743 260205 or Steve Worrall, Assistant Chief Fire Officer on 01743 260204.

1 Purpose of Report

This report sets out proposals for the annual Service Plan 2012/13 to support delivery of the Fire Authority's 'Medium Term Corporate Plan.'

2 Recommendations

Members are recommended to:

- a) Approve the proposed contents and layout of the proposed Service Plan 2012/13 (as appended);
- b) Delegate responsibility to the Strategy and Resources Committee to review, revise and recommend to the Authority performance targets for 2012/13; and
- c) Delegate responsibility to the Audit and Performance Management Committee to monitor the Service's performance in relation to the Service Plan targets for 2012/13, and to advise the Strategy and Resources Committee of performance to date for 2011/12 (that may influence the setting of future targets).

3 Background

The Fire Authority has set out its five-year strategy within the 'Medium Term Corporate Plan' (MTCP). The MTCP is supplemented and underpinned by an annual Service Plan, which sets out measures and associated targets to enable performance to be monitored.

The Fire Authority's Public Value Review 2010¹ identified the need to move away from the traditional target-driven culture prevalent within many public services and instead introduce an outcome focused approach, aimed at creating 'Public Value'. Central to the Service Plan is the publication of performance measures and targets for 2012/13. The Plan represents a refined and meaningful set of simplified aims and measures that are indicators of community satisfaction.

4 Proposed Service Plan Format

With absolute simplicity in mind, the proposed Service Plan for 2012/13 (as for 2011/12) will, be represented as a single one-page plan, produced internally as an 'A3' size wall poster.

The draft Service Plan is appended. The Fire Authority is recommended to consider and approve the proposed contents and layout.

5 Proposed Service Plan Measures 2012/13

With the continuing absence of any national fire and rescue service performance indicators and / or targets, the opportunity continues for the Fire Authority to use, for a second year, the locally-agreed, community-focused public value measures.

The measures are defined as 'Public Value Measures' and are aligned to the Authority's four overarching strategic aims (as set out in the attached appendix). In total, there are eight measures that collectively enable the community and Members to monitor how the Service manages:

- (i) Its **operations** (*responding to, and reducing incidents and consequential deaths and injuries*); and
- (ii) The **business** (*providing a safe, competent, quality workforce that represents value for money*).

The Fire Authority is recommended to approve the measures shown (as appended).

6 Proposed Service Plan Targets 2012/13

In accordance with Fire Authority's constitution and agreed terms of reference for the Strategy and Resources Committee, it is recommended that the Fire Authority delegate the review and revision of targets for 2012/13, with the Committee returning its recommendations in due course for Fire Authority approval.

The targets are those annotated X, Y and Z within the attached Appendix.

¹ <http://www.shropshirefire.gov.uk/sites/alpha.shropshirefire.gov.uk/files/fra/08%20Appendix%20B%20-%20Public%20Value%20Update.pdf>

7 Performance Monitoring

In accordance with the Fire Authority's constitution and agreed terms of reference for the Audit and Performance Management Committee, it is recommended that the Fire Authority delegate the monitoring of the revised targets for 2012/13 to the Committee.

Furthermore, it is recommended that the Committee advise the Strategy and Resources Committee of performance to date for 2011/12, performance that may influence the setting of targets for 2012/13.

8 National Measures

Members are advised that there remain no nationally agreed (or otherwise) performance measures (similar to Best Value Performance Indicators) for the nation's fire and rescue services. In light of the forthcoming demise of the Audit Commission and the abolition of Comprehensive Area Assessment, which has already taken place, it had been expected that a new local audit framework would prescribe new measures. No new local audit framework and measures have, as of yet, been announced.

The draft Fire and Rescue Service National Framework² offers no national measures, but does state that:

'Fire and rescue authorities must make their communities aware of how they can access comparable data and information on their performance.'

(Paragraph 2.8)

It should be noted that this Framework requirement is intended to be far wider than just performance measures. It also includes: pay policy statements; data transparency; Freedom of Information Act; peer reviews; and self assessments.

Members will be advised of any developments regarding the introduction of national measures (be these mandatory or voluntary).

9 Financial Implications

There are no financial implications arising from this report. The Service Plan will be printed within the organisation (for internal dissemination) and also published on the Service's website.

² <http://www.communities.gov.uk/documents/fire/pdf/2039159.pdf>

10 Legal Comment

In 2008 following the enactment of the Local Government and Public Involvement in Health Act 2007 (and subsequent changes to Best Value legislation), the Fire Authority's statutory duty to produce an annual best value performance plan (formally the Authority's 'Corporate Plan') was removed. The former 'Corporate Plan' has been superseded by the MTCP and annual Service Plan.

Section 21 of the Fire and Rescue Services Act 2004 provides the statutory authority for the Fire Service National Framework and requires:

- The Secretary of State to prepare a National Framework for fire and rescue authorities;
- The Secretary of State to consult with representatives of fire and rescue authorities and their employees before making significant changes to the Framework;
- The Secretary of State to bring the Framework, and any significant revisions to it, into effect by a statutory instrument, subject to annulment in either of the Houses of Parliament; and
- Fire and Rescue Authorities to have regard to the Framework in carrying out their functions.

Members should have due regard to the Framework and, in particular, paragraph 2.8 (see section 8 above) in relation to the publication of performance information.

11 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have determined that there are no discriminatory practices or differential impacts upon specific groups arising from this report. An Initial Equality Impact Assessment has not, therefore, been completed.

12 Appendix

Proposed Service Plan 2012/13

13 Background Papers

There are no background papers associated with this report.

Service Plan 2011/12 - Overview

The purpose of this Service Plan is to guide and inform staff of the direction Shropshire and Wrekin Fire and Rescue Authority is pursuing for the Service during the coming year. The Plan is reflective of the changing environment, particularly economically, in which the organisation now operates. To this end, the Service's priorities have been refined and simplified to four Aims, enabled through eight Public Value Measures. The Service Plan underpins delivery of the Fire Authority's Medium Term Corporate Plan.

Within each Department's Business Plans for 2012/13 will be a range of measures, objectives and priorities necessary to deliver the Plan. Underpinning all our activities remain our Core Values. But most importantly, our success rests in us all working well together across the whole organisation, as **ONE TEAM**, with **ONE VISION**, to deliver **ONE SERVICE** that the communities expect from us.

Cllr Stuart West - Chairman
Shropshire and Wrekin Fire and Rescue Authority

Paul Raymond - Chief Fire Officer

Our vision remains 'Putting Shropshire's Safety First.' Our mission to achieve this is to save and protect life, property and the environment from fire and other emergencies. We will fundamentally achieve this mission through two strands:

- **Professional Response** where we will strive to deliver a trained and well equipped crew of firefighters to any incident in a time that is acceptable to the public; and
- **Precision Prevention** where we will target our finite resources to those in our communities who are at greater risk.

These two strands are linked within our 'DNA' Service structure and organisational culture. The DNA supports:

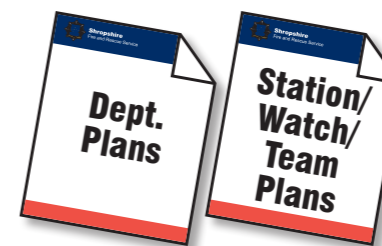
- **Local leadership**, with managers across the Service taking greater responsibility for their teams and providing local community leadership.
- **Public Engagement**, with the Service involving, providing assurance and listening to communities to determine public satisfaction.
- **Teamwork**, working well together across the whole organisation, as one team, with one vision, to deliver one service.
- **Innovation**, looking at problems and finding innovative ways to simplify the way we work, reducing bureaucracy and duplication of effort.
- **Flexibility**, as a workforce, flexible in how, where and when we work.
- **Personal Development**, being competent in our roles, and where necessary, the ability to take up new roles.



Our Purpose:
Save and protect life, property and the environment from fire and other emergencies

Shropshire Fire and Rescue Service - at a glance

- SFRS serves a population of approximately 456,000 people and protects over 207,000 properties.
- SFRS employs approximately 590 staff, operating from 23 sites.
- SFRS has, for 2012/13, a net operating budget of £21m.
- The cost per household (Band D) for 2012/13 is just under £87.



Our Aims:

- To be there when you need us in an emergency with a professional and well equipped team**
- To reduce the number of fires in our community**
- To reduce the number of fire related deaths and serious injuries**
- To deliver an effective fire and rescue service at a cost that is acceptable to our community**

Public Value Measures:

- The first fire engine will arrive at an emergency incident with at least X firefighters, within Y minutes on Z% of occasions
- The first fire engine will arrive with a competent crew on X% of occasions
- Accidental fires will be maintained to not more than X fires during 2012/13
- Fire crimes will be maintained to not more than X fires during 2012/13
- Fire related deaths and serious injuries in the community will be maintained to not more than X during 2012/13
- Injuries sustained to staff through firefighting will be maintained to not more than X injuries during 2012/13
- The achievement of a minimum X star rating ('Z') in our customer satisfaction on not less than Y% of occasions
- The achievement of a minimum X star rating ('Z') for service that represents Value for Money on not less than Y% of occasions