



# Shropshire Fire and Rescue Service

**Appendix** to report on  
Performance Plan 2007/08  
Shropshire and Wrekin Fire Authority  
13 June 2007



## Performance Plan 2007/08

Shropshire and Wrekin Fire and Rescue Authority



**Putting Shropshire's Safety First**  
[www.shropshirefire.gov.uk](http://www.shropshirefire.gov.uk)



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## Chairman's foreword



I am pleased to introduce this, the Shropshire and Wrekin Fire Authority Performance Plan, for 2007/08. At the time of publishing our previous year's plan we outlined proposals contained within the Audit Commission's Performance Framework assessment programme for 2006/07. The Service has now completed a demanding array of assessments I am delighted to report that we are ranked amongst the best performing fire and rescue services in England. The Commission's findings conclude that the Fire Authority is – *"improving well, it is consistently one of the best performing authorities across a range of areas, provides value for money and has clear focus on future improvements."* The department of Communities and Local Government Department (CLG), in their operational assessment of Service Delivery, rated the Service as *"Performing Well"* and particularly strongly in operational preparedness.

This document sets out the Fire Authority's continued commitment to providing the people of Shropshire with a fire and rescue service which delivers the best possible service for a price that residents are prepared to pay. It builds upon the achievements of the past, and charts a clear course of action for the future. It provides a focus for reporting against the aspirations of the Fire Authority for 2007/08 and beyond to deliver service improvements to local communities. Its principal audiences are likely to be the staff and Members of the Authority, organisations with an interest in the activities of the Authority, regulatory bodies and central Government. Nevertheless, it is a public document and an important means of communicating with local people directly. For this reason, it will be made available on the Authority's website and in main libraries in Shropshire and Telford and Wrekin. Ultimately, the Service is funded by the people, for the people, and I would encourage you, the reader, to return your views and suggestions as to how we can continue our endeavours at **Putting Shropshire's Safety First**

A handwritten signature in black ink, appearing to be 'Nigel Hartin', written in a cursive style.

Nigel Hartin  
Chairman  
Shropshire and Wrekin Fire Authority


## Chief Fire Officer's foreword

It gives me immense pleasure to lead such a dedicated, professional and extremely proud team of over 590 staff that collectively have been recognised as a “**Good**” performing Fire and Rescue Service. I have every confidence that we have the competence and capacity to continue to deliver the needs of our local communities and the ambitions of Government's challenging modernisation agenda.

2007/08 presents us with many new long-term challenges. This document sets out our objectives to support, in partnership with other local and regional public service agencies, further sustained improvements within our communities. We will continue to grasp and embrace the opportunities presented to us and strive to take a key role in “place-shaping” to build cohesive and sustainable communities.

We aim to achieve the highest levels of public safety affordable to our communities. Working with others we will continue through both preventative and intervention strategies to drive down the occurrence of fire. In doing so, I aim to see a smoke detector installed within every home in our communities. With equal rigour we will undertake to provide a first-class service capable of preventing and mitigating the consequences of road traffic collisions and water related emergencies.

Together, we can make Shropshire and Wrekin a safer and stronger place to live, work and enjoy leisure activities.



Alan Taylor  
Chief Fire Officer  
Shropshire Fire and Rescue Service



## About our area

The county of Shropshire is England's largest inland county occupying approximately 3,490 square kilometres. The English counties of Cheshire, Staffordshire, Herefordshire and Worcester and the Welsh counties of Powys and Clwyd bound the county.

The geographical county of Shropshire is one of England's most beautiful and historic areas with magnificent countryside and market towns such as Ludlow which has in excess of 500 listed buildings. The county is home to Ironbridge Gorge which is universally accepted as the birthplace of the industrial revolution.

The biggest change to the county's administrative boundaries took place in April 1998 when the geographical county of Shropshire was split into the administrative county of Shropshire and the unitary authority of Telford and Wrekin.

The areas covered by Shropshire County Council and Telford & Wrekin Council are in many ways different.

Shropshire County Council covers a large area – some 3,197 square kilometres and has a population of approximately 287,900. The area administered is essentially rural in nature and almost one third is designated as an area of outstanding natural beauty. Approximately 55% of the population is classed as urban and 45% as rural.

Shropshire has a higher percentage of retired people and lower percentages of children and adults of working age. Because of the rural nature of Shropshire (approximately 80% of land use is agriculture), a higher proportion of residents work in agriculture compared to the national average.

In contrast the area of Telford & Wrekin is among one of the fastest growing local authority areas in Europe. The majority of the population lives in the rapidly growing new town of Telford. Telford was originally designated as a 'New Town' in 1963 and recent decades have seen a remarkable growth in industry, commerce and population in the area, which covers 290 square kilometres. It does retain, however, some concentrated pockets of social deprivation, which are being addressed.

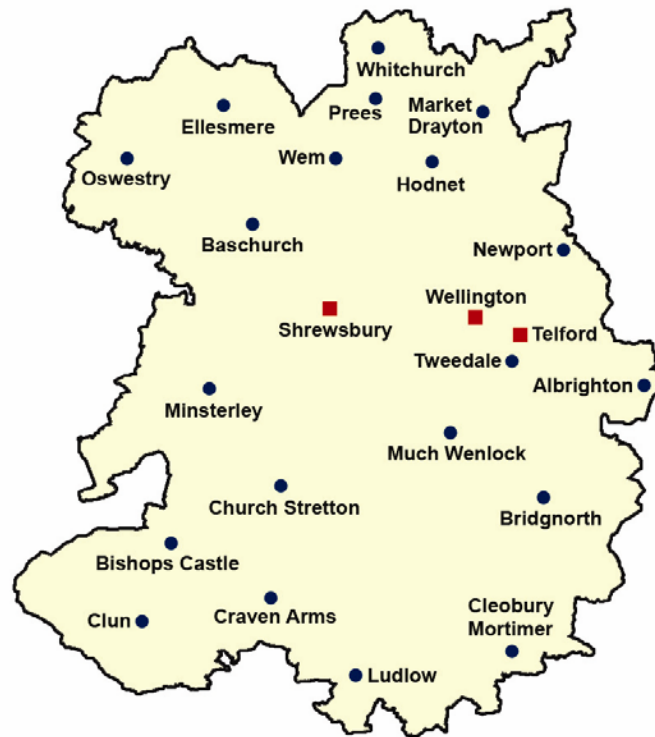
Telford & Wrekin has a population of approximately 161,000 and a significant manufacturing base providing 30% of all jobs in the area.



## About our Service

The respective communities of Shropshire and Telford & Wrekin vary greatly and as a consequence place very different demands on Shropshire Fire and Rescue Service.

The Service employs 593 members of staff who operate from 23 strategically located sites across Shropshire. The Service has three whole-time stations located in Wellington, Shrewsbury and Telford, 20 retained stations, Service headquarters in Shrewsbury and a training centre in Telford



## People

Establishment	Designation	Description
214	Wholetime firefighters	Firefighters and officers are included in the establishment figure. A shift pattern is worked by watch personnel.
299	Retained firefighters	Retained staff are called in when required to attend emergency incidents.
19	Control staff	The control staff work shift arrangements to take emergency calls and dispatch Service resources to incidents.
61	Support service staff	Non-operational staff provide a wide range of technical and specialist support.

Equipment consists of a fleet of approximately 43 operational vehicles and special appliances including aerial ladder platforms, a rescue boat and various pod-based units located at Shrewsbury and Telford

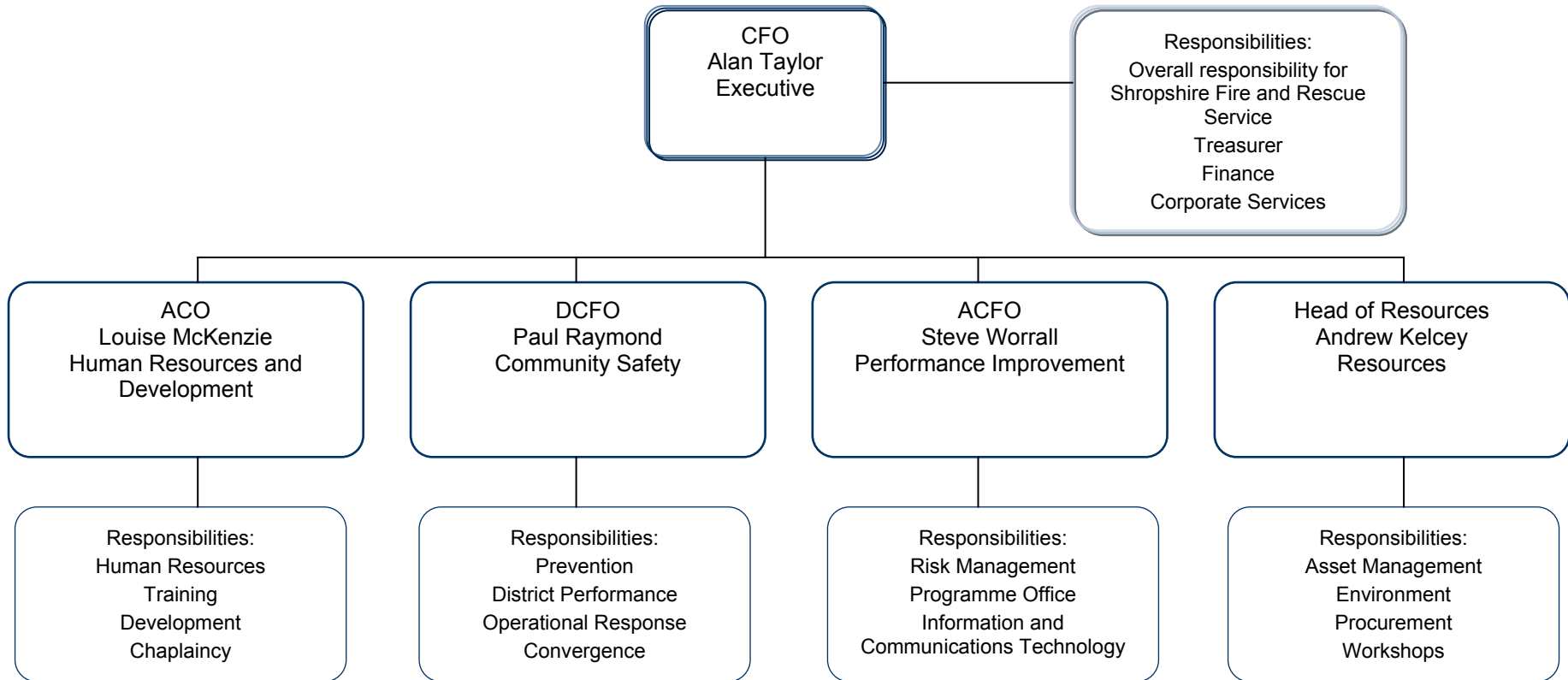
In the fiscal year 2006/07 the Service responded to 7,292 incidents of which 1,134 were small fires, 1,686 property fires, and 1,206 calls for assistance for vehicle and water related rescues. The remaining 3,266 were false alarms or other calls.





# Organisation

The organisational chart below illustrates the Service structure. The Service operates within a functional structure which divides responsibilities according to the organisation's primary roles.





## Corporate Directorates

### Executive Department

The Executive Department, headed by the Chief Fire Officer, comprises of three teams that collectively provide a core support function to Shropshire and Wrekin Fire Authority. The department is responsible for ensuring that Members of the Fire Authority are able to deliver upon their commitments and principles of effective Corporate Governance as defined within their Code of Corporate Governance which is updated annually.

### Community Safety

Community Safety is headed by the Deputy Chief Fire Officer. Supported by a team of managers the department consists of almost 500 staff working from the Headquarters in Shrewsbury and at 23 other locations across the County of Shropshire.

The department strives to deliver the high quality service the people of Shropshire expect and endeavours to develop as a high performance team.



### Resources Department

The department is structured as two distinct, but closely related teams responsible for ensuring the provision of appropriate resources and supplier support to the Service. The Technical Services Team provides the specialist skills required to manage the range of resources and suppliers used by the Service it also provides procurement and environmental management for the Service.

The Service's workshops provide an in-house maintenance service for vehicles and specialist equipment, managed by the Workshops Manager.



### Performance Improvement Department

The Assistant Chief Fire Officer heads the Performance Improvement Department which comprises of three teams that collectively provide a core support function. The department is responsible for the provision and maintenance of a modern and resilient communications and information infrastructure, and the management of risk and performance.



### Human Resources and Development Department

The Human Resources and Development Department, headed by the Assistant Chief Officer, comprises of three specialist support teams. The department is responsible for the resourcing, retention, training and development and release of all employees.



## Our structure and governance

Shropshire and Wrekin Fire Authority was established in 1998 following local government reorganisation. Shropshire County Council and Telford & Wrekin Council are responsible for the Authority but are independent from it. Representative Members of each Council sit on the Authority, which oversees the Service's finances, strategies and operations.

To help carry out the responsibilities of the Fire Authority a number of specific committees and panels have been established. Members of the public are welcome to attend these meetings and may submit questions at those meetings in accordance with procedures laid down in the Authority's standing orders. Reports are considered in private session only when absolutely necessary, for example when they concern individuals or matters of commercial sensitivity.

### Strategy and Resources Committee

To make recommendations or provide assurances on: capital and revenue budgets; value for money and performance issues; use of Fire Authority resources and assets; management and financial reporting; compliance with legislation; and systems of internal control.

### Audit and Performance Management Committee

This committee monitors the performance of the Fire Authority and the Service and ensures implementation of the Improvement Plans in-line with Government guidance.

### Human Resources Committee

Makes recommendations on staffing requirements, appointment processes for senior officers and personnel policies; to determine various appeals; and to promote equality of opportunity and fairness

### Standards Committee

This committee promotes and maintains high standards of conduct by Members and oversees the effectiveness of the Fire Authority's procedures for investigating and responding to complaints about Members

### Health Panel

The Health Panel considers and determines appeals relating to long-term sick pay and ill-health retirements.

### West Midlands Regional Management Board (WMRMB)

WMRMB is a joint advisory board representing the five constituent fire authorities of the West Midlands region. WMRMB oversees the delivery of improved efficiencies and enhanced operational resilience across the Region as mandated in the Fire and Rescue National Framework 2006 – 08. For further information please visit the website on the following link: [www.wmrmb.co.uk](http://www.wmrmb.co.uk)

### Urgency Committee

To consider and endorse recommendations of the WMRMB, meetings are convened as appropriate.

### Integrated Risk Management Planning (IRMP)

The Fire Authority has appointed a Member led committee that meets three times a year to oversee IRMP consultation, planning and implementation.

The Fire Authority has also set up an Appeals Committee and a Disciplinary Appeals Tribunal, which meet as and when required.

Meetings arranged for 2007/08 are shown opposite with the current Fire Authority members.

### Fire Authority

Dates	Venue	Time
18 July 2007 17 October 2007 19 December 2007 13 February 2008 30 April 2008 11 June 2008	<i>To be confirmed</i>	2.00 pm

### Strategy and Resources Committee

Dates	Venue	Time
20 September 2007 15 November 2007 24 January 2008 6 March 2008 22 May 2008	Brigade Headquarters, Shrewsbury	2.00 pm

### Audit and Performance Management Committee

Dates	Venue	Time
27 September 2007 13 December 2007 27 March 2008 26 June 2008	Brigade Headquarters, Shrewsbury	5.00 pm

### Human Resources Committee

Dates	Venue	Time
6 September 2007 6 December 2007 28 February 2008 5 June 2008	Brigade Headquarters, Shrewsbury	2.00 pm

### Standards Committee

Dates	Venue	Time
23 July 2007 29 October 2007 18 February 2008 16 June 2008	Brigade Headquarters, Shrewsbury	5.15 pm

### Health Panel

Dates	Venue	Time
2 October 2007 15 January 2008 15 April 2008	Brigade Headquarters, Shrewsbury	2.00 pm

### Combined Fire and Rescue Authority Members

Name	Political Party	Constituent Authority
Lt Col Denis Allen	Conservative	Telford & Wrekin Council
Clr John Hurst-Knight	Conservative	Shropshire County Council
Clr Phil Box	Labour	Shropshire County Council
Clr Rodney Davies	Conservative	Shropshire County Council
Clr Dr June Drummond	Conservative	Shropshire County Council
Clr Andrew Eade	Conservative	Telford & Wrekin Council
Clr Nigel Hartin (Chair)	Liberal Democrat	Shropshire County Council
Clr Mrs Yvonne Holyoak	Conservative	Shropshire County Council
Clr Bob Groom	Independent	Telford & Wrekin Council
Clr Major Adrian Coles MBE, TD	Liberal Democrat	Shropshire County Council
Clr Chris Mellings	Liberal Democrat	Shropshire County Council
Clr David Minnery	Conservative	Shropshire County Council
Clr Clive Mason	Labour	Telford & Wrekin Council
Clr Roy Picken	Labour	Telford & Wrekin Council
Clr Jayne Greenaway	Conservative	Telford & Wrekin Council
Clr Dr Jean Jones	Labour	Shropshire County Council
Clr Stuart West	Conservative	Shropshire County Council

Election of Chair and appointment of Vice Chair will be considered at the annual meeting of the Fire Authority in July.

## Our purpose

### Our vision

Shropshire and Wrekin Fire Authority want 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**

Our mission is communicated through our Corporate Image – **Putting Shropshire’s Safety First.**



### Our outcome and output

The Government has ambitious targets for the nation’s fire and rescue services. The Fire Authority support government’s overriding aim, to save lives and stop unnecessary injuries through more effective action to prevent fire and by ensuring that the Service is well prepared and equipped to respond to the many challenges it faces.

### Our culture

Shropshire Fire and Rescue Service is made up of people who want to help others – who want to make a difference in people’s lives, in the community and in society as a whole. We employ people who are strongly committed to, and take pride in the services we deliver.

The Service has always practiced and been praised for its open and supportive culture and is eager to adopt the Government’s Core Values for the Fire and Rescue Service, seeing it as an opportunity to further improve civility and respect across the Service.

Establishing effective values plays a major part in providing our Service with an image that gives a clear and consistent picture of what we are all about. Our mission is about what we do; our values are about how we do it.

Shropshire and Wrekin Fire Authority value:

- Service to the Community
- Diversity
- People
- Improvement

The Fire Authority’s Core Values are listed in **Appendix A.**

### Our goals

The vision and mission are articulated within the Fire Authority’s five Strategic Aims, supported through an aligned suite of associated Corporate Objectives. The aims and objectives are the subject of frequent review to ensure the Fire Authority’s initiatives are aligned to the ever-changing environment in which it operates.



A summary of our aims and objectives is shown below, with a more detailed explanation, complete with our underpinning Direction of Travel Statements set out within **Appendix B**.

### Strategic Aims

- 1 Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community.
- 2 Protect life, property and the environment from fire and other emergencies
- 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
- 4 Provide a service that demonstrates quality and best value in service provision
- 5 Provide a service committed to the highest levels of equality and fairness

### Corporate Objectives

- 1 Reduce the incidence of deaths and injuries in the community
- 2 Contribute to the reduction of Road Traffic Collisions
- 3 Reduce the incidence of fires and false alarms
- 4 Ensure the effective enforcement of fire safety legislation
- 5 Ensure the provision of an appropriate risk based approach to fires
- 6 Ensure the provision of an appropriate response to non-fire emergencies
- 7 Minimise the effect of our intervention actions on the environment
- 8 Maintain and improve the health, safety and welfare of all member and employees
- 9 Ensure that all members and employees are competent and able to perform their role
- 10 Ensure the provision and availability of appropriate equipment, resources and supplier support
- 11 Promote a partnership approach in pursuance of continuous improvement, having regard to a combination of economy, efficiency and effectiveness
- 12 Ensure the provision of a service that meets the needs of the community
- 13 Ensure the effective management of performance and corporate risk
- 14 Reduce the environmental impact of our daily conduct
- 15 Provide a fair and equitable service to the communities of Shropshire and other stakeholders
- 16 Provide a fair, equitable and dignified place of work for all employees and visitors
- 17 Seek to employ a workforce representative of the community that we serve

## National Fire and Rescue Performance Framework 2006/07

To assess the performance of fire and rescue authorities (FRAs) the Audit Commission, in 2006, introduced the Fire and Rescue Performance Framework 2006/07.

The Framework has focused on improvements made against the fire and rescue Comprehensive Performance Assessments (CPA) and measured the Service as experienced by the community.

The approach to measuring improvement and performance in FRAs has been through a performance framework with three elements:

- A **use of resources assessment**. This has assessed the Fire Authority across a broad range of financial issues and provides a scored assessment including whether we are providing value for money.
- An assessment of improvement, or deterioration, in performance measured through a **scored direction of travel assessment**. The assessment has been outcome focused and draws together all assessments on the Fire Authority.
- A **scored service assessment** which has had an emphasis on service delivery and includes an operational assessment of the quality of service delivery.



The performance framework is a complex process comprising of several objective and subjective elements. Full details can be accessed via the Audit Commission's website:

[www.audit-commission.gov.uk/cpa/fire/fireframework.asp](http://www.audit-commission.gov.uk/cpa/fire/fireframework.asp)

The results of the Commission's Performance Framework assessments for all FRAs were formally published on 5<sup>th</sup> April 2007. The results for each individual FRA may be accessed via the Audit Commission's website:

[www.audit-commission.gov.uk/authority\\_list.asp?CategoryID=ENGLISH^576](http://www.audit-commission.gov.uk/authority_list.asp?CategoryID=ENGLISH^576)

The full reports for this Fire Authority may be accessed via the Service's website:

[www.shropshirefire.gov.uk/Management/performance-planning/performance-framework-results.htm](http://www.shropshirefire.gov.uk/Management/performance-planning/performance-framework-results.htm)

The Audit Commission have published scored judgements for all 47 English FRAs.

The judgements contained within the national report provide a statement of performance in four areas (see the table opposite for this Fire Authority). Scrutiny of the assessment results, combined with the previous CPA score, provide the following summary *scorecard* results for this Fire Authority.

- For Comprehensive Performance Assessment only two FRAs scored above this Fire Authority.
- For Use of Resources only three FRAs scored above this Fire Authority.
- For Direction of Travel only one FRA scored above this Fire Authority.
- For Service Assessment this Fire Authority, together with twelve other FRAs, achieved the maximum score.
- Within the West Midlands region, this Fire Authority has consistently achieved the best performance, together with other FRAs, where applicable.

These results present a very positive picture of this Fire Authority's performance, performance that has been presented by the Audit Commission as only one of four case studies set out within the Commission's National Report.

**“Overall the Service is performing well with strong local political support, and a clear focus on future service improvements.”**  
 OASD Report October 2006

## 2006/07 SWFRA Scorecard

<b>FRA Performance Framework 2006/07 Scorecard</b>	
<b>CPA 2005 Score:</b>	Excellent
	<b>✓ Good</b>
	Fair
	Weak
	Poor
<b>Use of Resources:</b>	4 - Performing Strongly
	<b>✓ 3 – Performing well</b>
	2 – Adequate performance
	1 - Inadequate performance
<b>Direction of Travel:</b>	Improving strongly
	<b>✓ Improving well</b>
	Improving adequately
	Not improving adequately or Not improving
<b>Service Assessment:</b>	<b>✓ 4 - Performing Strongly</b>
	3 – Performing well
	2 – Adequate performance
	1 - Inadequate performance

## Working in partnership

The Fire Authority prides itself on having a proactive, positive and meaningful approach to the formation of partnerships. This approach has led to many successful partnerships, partnerships that exist at international, national, regional and local levels.

Working closely with others we are able to respond to the complex and multi-faceted problems that face our local communities, and that cannot be tackled effectively by any individual body working alone. We strive to provide flexibility, innovation and additional financial and human capital resources to help solve problems. But equally we fully recognise that partnerships can also bring risks. Working across organisational boundaries brings complexity and ambiguity that can generate confusion and weaken accountability.

Consequently we have taken measures to review each partnership to strengthen accountability, manage risks and rationalise working arrangements. This has led to an established clear criteria against which partnerships can be evaluated to determine that they help to achieve partners' corporate objectives cost-effectively and inform service users and the wider public about how key partnerships work, and where responsibility and accountability reside.

At an international level the Fire Authority has established a truly innovative public-private partnership with Falck, Europe's largest provider of fire, rescue and medical services. Supported through the European Commission's (EC) Lifelong Learning Programme, staff from each organisation have undertaken exchange visits aiding personal development. In addition, the Service is also a key partner in EC's Project OASIS, a trans-European partnership that involves the development of EC risk management tools to standardise and strengthen European resilience in the event of large scale disasters.



Regionally the Fire Authority continues to exercise a leading role in coordinating and supporting the objectives of West Midlands Regional Management Board.

Working strategically with others within the local communities, the Service is a key partner with Crime and Disorder Reduction Partnerships (CDRP) and Local Strategic Partnerships (LSP). Notably, the Service has made significant contributions to the Bridgnorth CDRP where a decrease in recorded crime of 13.4% over a three-year period has been achieved.

The LSP for Shropshire aims to be best in a rural and non-Neighbourhood Renewal Fund area. The LSP has used scrutiny by its partners and external evaluation to assess its effectiveness and shape its organisation:



- A **Management Group** brings together the Chief Executives of partner organisations and Local Partnership Chairpersons to manage its work and performance.
- The **Public Service Board** brings together political leaders and the chief officers of mainstream service providers to deliver public service targets and ensure the targeted use of resources.
- The **Standing Conference** meets three times a year and brings together a wide range of community organisations to ensure wider representation and provide advice to partners.
- The **Equalities Forum** brings together Shropshire's black and minority ethnic communities and other equalities groups.

The Fire Authority also works actively with the voluntary sector. We have developed links with the British Red Cross, Home Care and Help the Aged which will complement the work we plan to undertake as a Pathfinder Brigade with the Local Government Association, directed at helping elderly people lead independent lives.

During 2007/08 the Fire Authority and Service aims to make a tangible contribution by taking a leading role in the development of Local Area Agreements, engaging in the development and implementation of community focused strategies and initiatives.

**“There is a clear commitment to the Regional Management Board and other partners to increase capacity, gain resources and better deliver organisational objectives.”**

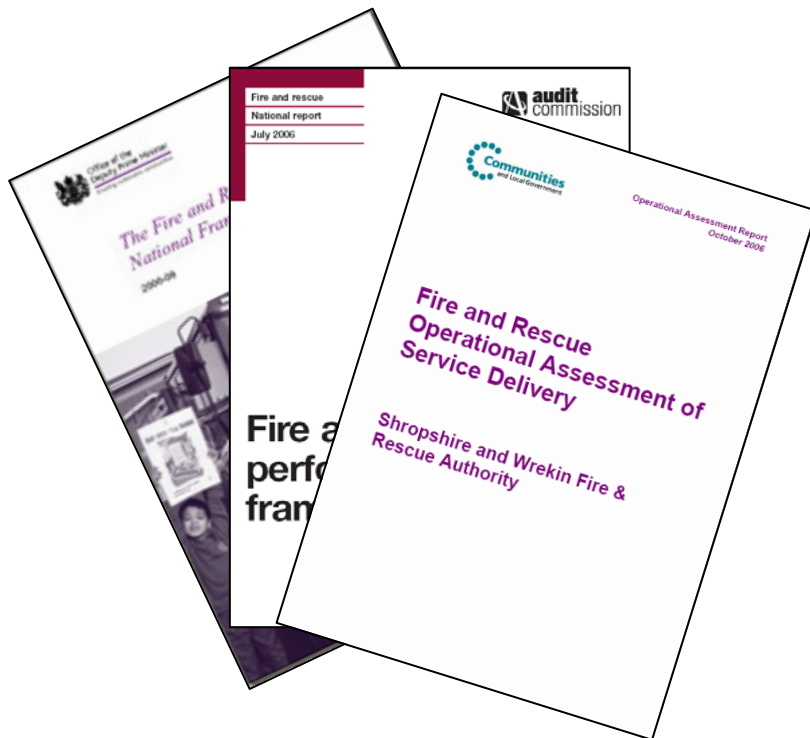
Audit Commission (2007). Direction of Travel Assessment Report. March 2007.



## Meeting our targets – 2006/07

Each year the Fire Authority sets itself demanding and challenging targets. The targets are prepared against a suite of statutory Best Value Performance Indicators (BVPIs) against which all English fire authorities are measured. The Fire Authority's performance against the suite of BVPIs is set out within **Appendix C**.

During 2006/07 the department for Communities and Local Government (CLG) identified seven BVPIs that were considered key performance indicators, and moreover, were indicators that form an integral element of Audit Commission's Performance Framework. The results of this Fire Authority against each of these seven key BVPIs is summarised in the table opposite.





## First Class Fire Service






**Shropshire and Wrekin Fire Authority predicted results for the Performance Information element of 2006/07 Service Assessment**

Performance Indicator	League Position	
Deaths arising from accidental dwelling fires per 100,000 population	Upper Table	✓
Injuries arising from accidental dwelling fires per 100,000 population	Upper Table	✓
Number of deliberate primary fires (including vehicles) per 10,000 population	Upper Table	✓
False alarms caused by automatic fire detection attended per 1,000 non-domestic properties	Upper Table	✓
Percentage of accidental dwelling fires contained to room of origin	Mid Table	
Primary Fires per 10,000 population	Mid Table	
Accidental dwelling fires per 10,000 dwellings	Mid Table	

Expected outcome against Audit Commission approach to scoring

Overall Performance on a scale of 1 - 4	SWFA
4 - Performing Strongly	✓



\*Note: All subject to confirmation on release of PI data by DCLG; governmental data due to be released August 2006; final data point to be released January 2007.

## Emergency Response Standards Performance

The Government's recommended response standards for property fires were removed on 1st April 2004. From that date, responsibility for the setting of fire response standards fell to individual fire authorities. There was therefore a requirement for this Fire Authority to specify its incident response standards.

While the previous standards were related to all property fires, they did not necessarily focus resources on the areas where there was the greatest risk to life, or road traffic collisions (RTCs). Using a computer based modelling tool and evaluation of the previous five years incidence of house fires and RTCs (where people have been trapped); we have been able to predict areas where the greatest risk to life exists.

We undertook extensive consultation with members of staff, stakeholder organisations and the public through our Draft Integrated Risk Management Plan (IRMP) Action Plan 2006/07 on the proposed standards. The Fire Authority made amendments to the initially proposed standards based on the outcome from the consultation process, at its meeting held on 14 December 2005, and then approved the Life Risk Response Standards for Shropshire, as detailed in the table below. Performance is measured and reported regularly to Audit and Performance Management Committee. To view these reports and the IRMP strategy please visit the Service's website.

Risk Areas	Life Risk Fires		Road Traffic Collisions		
	Minimum of 5 firefighters in:	Minimum of 8 firefighters in:	Minimum of 5 firefighters in:	Minimum of 8 firefighters and Rescue Pump in:	Rescue Tender arrives within:
High	10 minutes	13 minutes	10 minutes	13 minutes	30 minutes
Medium	15 minutes	18 minutes	15 minutes	18 minutes	30 minutes
Low	20 minutes	20 minutes	20 minutes	20 minutes	30 minutes
<b>Target 2007/08</b>	<b>75%</b>	<b>95%</b>	<b>77%</b>	<b>77%</b>	<b>85%</b>



## Design against demand

Shropshire, Telford & Wrekin are beautiful places to live and work but are not without their challenges. As a whole, the Fire Authority area is largely rural but interspersed with dense and fast growing centres of population. The demands on the Service are, therefore, diverse and such a range is unlikely to be encountered in many other fire authority areas in Britain.

Throughout the county there are over 4,000 farms, 113 sites of special scientific interest and over 7,600 listed buildings including the World Heritage Site at the famous Ironbridge. Many areas of the county are at high risk from flooding and many rural areas are at particular risk from fires during dry spells. The use of Fire Service Emergency Cover (FSEC) software through the IRMP process has identified that over 37,000 dwellings (approximately 20 percent of all dwellings) in Shropshire are classified as being well above average risk of fire. Although a high proportion of these (approximately 60 percent) are in those urban areas previously identified and targeted with community safety initiatives, many are in more rural parts of the county, with correspondingly higher response times, when a fire does occur.

Other incidents involve death and serious injury. Road Traffic Collisions, Agricultural Incidents and Chemical Spills all require our input. The 2004 *Safer Shropshire* survey identified that 28 percent of the 5000 people questioned recognised road safety as their biggest concern. In the county 70 percent of road collisions involve car occupants with over 150 people killed or seriously injured in 2006. The very special nature of our County is reflected in how we constantly strive to design the Service against the demands of the community.

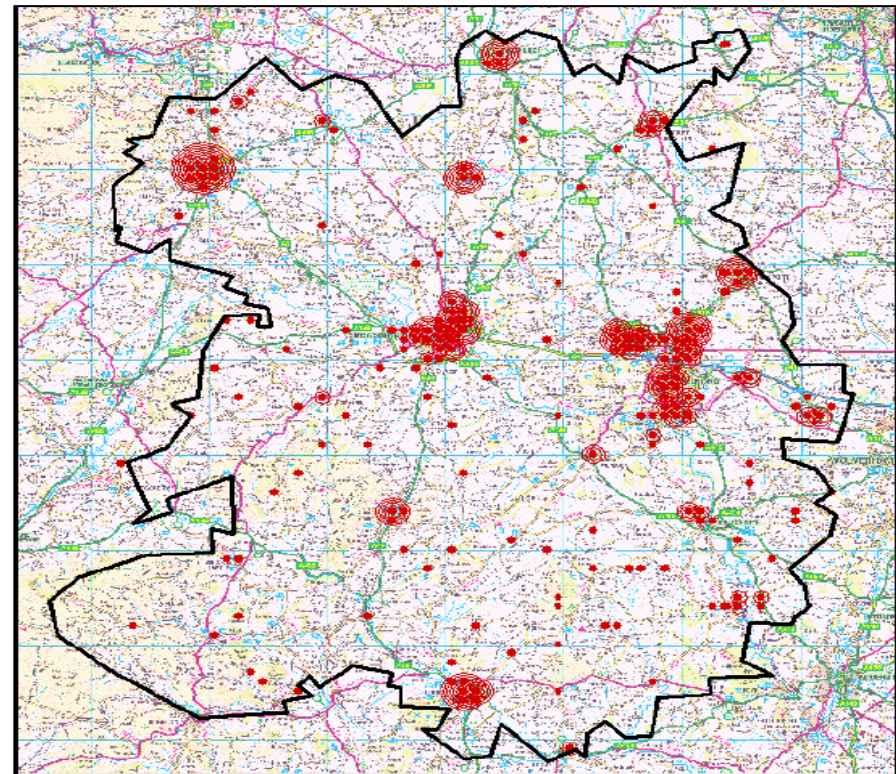


Figure 12 - Map indicating the number of Output Areas that have a risk of fatality due to dwelling fire that is higher than average

Risk Rating (predicted fatality rate)	Population*	Households
Well Above Average	75,788	37,306
Above Average	18,431	8,054
Average	47,610	19,147
Below Average	58,287	24,755
Well Below Average	241,382	98,612
<b>Total</b>	<b>441,498</b>	<b>187,874</b>

Table 1 - Population of Shropshire in each Dwelling Risk Rating (FSEC results July 2004)



## Target setting

Targets are an important means by which we articulate priorities and drive delivery, and as a consequence, are given careful consideration. In considering the targets published within this Performance Plan, the Fire Authority has drawn on guidance published by the Improvement and Development Agency (IDeA).<sup>1</sup>

The primary rationale that underpins the setting of the targets is the achievement of 'excellence' over a three-year rolling period. In the context of this performance plan, 'excellence' may be defined as the attainment of an upper quartile league position where the Fire Authority has not already achieved such success, or recognition as the best performing authority where the Fire Authority already holds an upper quartile league position.

Targets for 2007/08 and 2008/09 form a positive and incremental direction of travel from current performance (2006/07) to 'excellent' performance. The intervening targets (2007/08 and 2008/09) have been derived from detailed trend analysis that reviews previous local performance through to the 2009/10 targets.

This approach has enabled the Fire Authority to set challenging targets based on placing the Fire Authority as the best performer, or as a minimum, within the top 25 percent of all English fire authorities for each given indicator.

The Fire Authority's targets are set out within **Appendix C**.

<sup>1</sup> IDeA PMMI target setting guide - A Practical Guide (2005). Available at: <http://www.idea-knowledge.gov.uk/idk/aio/985665>



**The Future**

Shropshire Fire and Rescue Service has a tremendous record in tackling and reducing the number of fires. With our partners we are now using our expertise with the aim of cutting the number of injuries and deaths on our roads and making our waterways safer.

- Public flock to visit fire open days held across the county
- Road Safety initiatives launched to reduce road crashes
- Water rescue training for every fire fighter



**“The FRA is performing well across its priority areas and in relation to national framework targets. It is consistently one of the best performing authorities across a range of areas, such as the numbers of injuries, deaths and calls to false alarms. In the last two years it has improved outcomes in four out of the seven areas used for the service assessment score. Its longer term trends show a much stronger picture of improvement”**

Annual Audit and Inspection Letter 2007  
Audit Commission.

## Improvement priorities 2007-08

The Fire Authority recognises that the UK's fire and rescue services operate in a dynamic and constantly changing environment. The *change drivers* are reviewed on a regular basis to ensure that Service's resources are carefully aligned to needs of the local community. During 2007 the following nine key improvement priorities were identified.

### People

Our people are our key strength, providing flexibility and commitment with a high level of skill and competency. This is complemented by a stable management team that leads the direction and vision of the Service through good communication.

To build upon these strengths the Service has identified the need to:

- Address the findings of the recent *Cultural Audit*;
- Address diversity issues for the Service through new and existing employees;
- Continue with the *Rank to Role* implementation;
- Continue to increase the competency and skill level of the workforce through effective recruitment and the development of existing staff; and
- Improve succession planning to ensure continuity in the delivery of a high quality service.



### Finance/Governance

Well controlled finances that are integral to all decision making provide a sound basis for the Service to operate from. Risk based reserves and the flexibility that is built into the system allow Members and officers to respond to a dynamic working environment. This is supported by fully embedded procedures for monitoring and review.

Areas identified for this year's focus were:

- Full involvement of Members starting with an induction package for newly appointed Members to the Fire Authority continuing with regular Member/MP/officer briefings, culminating in a Fire Authority Lobby group;
- The improvement of budgetary weaknesses, as identified in the Use of Resources auditor judgments and Annual Audit letter, and alignment of the Medium Term Financial Plan to the Service's aims and objectives;
- To fully explore all funding opportunities from Central Government and seek to gain a favourable settlement for the Revenue Support Grant;
- To maximise the opportunities which arise from FireBuy and IRMP in the efficiency statements

### Partnerships

The Service enjoys many advantages as a result of its partnership engagements with different aspects of the community. Consultation with stakeholders and the ability to influence local communities ensures the success of our vision. Opportunities for continuous improvements will be gained through IRMP, the effective management of partnerships, wider consultation and the use of the media to raise the Service's profile. Partnerships will also provide opportunities to increase capacity through enhanced regional working and the sharing of best practice.

## **FiReControl/FireLink**

The ongoing national project to amalgamate local fire control rooms into nine Regional Control Centres still remains a high priority for the Fire Authority.

Through the regional project board, the Service intends to maintain good links with regional delivery teams; monitor the governance arrangements and explore all funding opportunities to ensure that the convergence is properly resourced.

## **Performance Management**

Performance Management is how well we do in all aspects of the Service. Indications are that future assessments will concentrate on the data that produces these results. To ensure robust data quality the Service recognises the need to:

- Introduce new systems and maximise the opportunities from those systems fully;
- Support this with a new information, technology and communications strategy which includes the recent appointment of a dedicated information officer;
- Set meaningful targets to ensure all aspects of the Service can be evaluated to help manage the benefits of our success.

## **Environment**

As environmental issues gain momentum and become a focus for central government, this in turn impacts upon the Fire Authority's commitments both legal and moral. This improvement priority intends to:

- Evaluate methods for reducing the Service's environmental impact;
- Research into the Fire Authority's carbon footprint;
- Link the unseen opportunity cost of reducing fires to carbon emissions; and

- Operate within the framework of an ISO14001 compliant management system.

## **Resources**

The resources available to the Service are considered strength, and in particular, Information Technology, which is reliable and increasingly available to more people within both the organisation but moreover the local community. Some opportunities to increase resources or the efficiency of existing resources have been identified during the IRMP review process. This year's focus is on:

- Reducing road traffic collisions ;
- Improving our response to water incidents;
- Exploring the opportunities from *Co-responding*; and
- Working with our neighbouring fire and rescue services and regional group.

## **Preparedness**

Any Fire Authority's ability to perform well on the day, under any circumstances, is a direct result of its state of preparedness for both equipment and personnel. Initial work on Business Continuity Planning was completed as one of last year's Shared Priorities. This improvement priority progresses those achievements by ensuring that contingency plans are produced and tested; and that key roles are mapped out to show processes.

## **Audit and Assessment**

Whilst the overall scores attained by the Fire Authority in the recent Audit Commission performance assessments were extremely pleasing, a number of recommendations were made by the Audit Commission and the CLG to further improve our services to the community. These recommendations are being addressed as an improvement priority

## Financial performance

The Fire Authority budget for 2007/08 was agreed by Members at its February 2007 meeting and is laid out below.

2007/08 Budget				
Revenue Key Service Areas	Pay £'000	Other £'000	Total £'000	Capital £'000
<b>Executive</b>				
Executive	287	55	342	
Corporate Support	153	434	587	
Finance	130	1,256	1,386	
<b>Total</b>	<b>570</b>	<b>1,745</b>	<b>2,315</b>	
<b>Service Delivery</b>				
Operational Response	383	9	392	
Fire Prevention	962	116	1,078	
District Performance	8,937	0	8,937	
Fire Control	721	0	721	
<b>Total</b>	<b>11,003</b>	<b>125</b>	<b>11,128</b>	
<b>Strategy and Performance</b>				
Management of Risk	337	56	393	
Programme Office and Regional Management Board	235	51	286	
Information and Communications Technology	169	697	866	
<b>Total</b>	<b>741</b>	<b>804</b>	<b>1,545</b>	<b>60</b>
<b>Human Resources and Development</b>				
Human Resources	331	458	789	
Training and Development	687	409	1,096	
<b>Total</b>	<b>1,018</b>	<b>867</b>	<b>1,885</b>	<b>30</b>
<b>Resources</b>				
Technical Services	262	1,686	1,948	
Workshops	152	86	238	
<b>Total</b>	<b>414</b>	<b>1,772</b>	<b>2,186</b>	<b>960</b>
<b>Total Revenue Budget</b>	<b>13,746</b>	<b>5,313</b>	<b>19,059</b>	<b>1,050</b>



## Annual Efficiency Statement

The Annual Efficiency Statement is the formal quantification of the Fire Authority's policies for Best Value.

The Authority regards the objective of providing value for money as a key part of its culture and two of its policies reflect this:

- The ambition that service developments should take into account the amount of funding available from efficiencies.
- An open approach to delivery of the Government target for efficiencies for the Fire Service as a whole.

Although the target is acknowledged as a national average, and not all authorities will be able to make it, the Fire Authority takes the view that it should aim to deliver its average share, and, if higher efficiencies are deliverable, to deliver these as well. The current situation is set out below.

The £75,000 plus budget target for 2007/08 is based on a realistic examination of the scope for efficiencies plus the hope that continuing efforts by officers and Members will achieve more during the next year. Any further efficiencies that can be found will help close the difference of £142,000 from £930,000, i.e. the national disaggregated target. Efficiencies would not, however, be limited by the national target.

A statement demonstrating on-going efficiencies is included below:

On-going efficiencies	2005/06	2006/07	2007/08
	£000	£000	£000
2004/05 Final	167	167	167
2005/06 Final	264	203	203
2006/07 Latest Estimate	-	343	343
2007/08 Budget Target	-	-	75+
	431	713	788+
National Target			
Desegregation	208	676	930

## Statement of contracts involving a transfer of staff

The Local Government Act 1999 requires all Best Value authorities to provide a statement of contracts involving a transfer of staff. Shropshire and Wrekin Fire Authority has not been party to any contracts, involving a transfer of staff during 2006/07.

## Appendices

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- B: Direction of Travel statements
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## Shropshire and Wrekin Fire and Rescue Authority – Core values

- We value:**
- Service to the Community
  - People
  - Diversity
  - Improvement

### 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 practicing 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.

## Direction of Travel Statements

### STRATEGIC AIM 1

#### Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community

To reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community the Service has developed a three-pronged strategy, comprising of:

##### Prevention

Preventing incidents occurring will be our primary role because by doing so we prevent harm to the community, our employees and the environment. Our Ambition is to prevent all fires from occurring and work with partners to prevent other hazardous incidents in our community.

##### Protection

Protection is ensuring that wherever possible means are in place to safeguard people until they are able to get to safety. It also means that should an incident occur, we will ensure that those facing the risk are well equipped to protect themselves by removing themselves from the danger and calling us to help them. Our Ambition is to prevent all injuries and deaths from fire and work with partners to prevent injuries and deaths from other emergencies.

##### Response

Our response is the last resort. However, when we are required to intervene, we will provide the highest quality service, dealing with the incident and the people involved in a safe and professional way. We understand that operational response presents a high risk for everyone so we will ensure we have systems, processes and competence in place to reduce the risk as low as reasonably practicable. Our Ambition is to confine fire spread to the room of origin and to stabilise all incidents within 30 minutes of our arrival.



#### Supporting Corporate Objectives

1. Reduce the incidence of deaths and injuries in the community
2. Contribute to the reduction of RTC
3. Reduce the incidence of fires and false alarms
4. Ensure the effective enforcement of fire safety legislation



Associated Best Value Performance Indicators*	Direction of Travel		
	2002-05 Development (✓ - What we have achieved)	2005-07 Advancement (✓ - What we have achieved) (✂ - Work in progress)	2007-10 Excellence (📁 - Our Improvement Priorities)
143 (i), (ii) 208	✓ Community Safety activities in high risk areas	✓ Expansion of Community Safety activities into all areas	📁 Achievement of PSA targets
	✓ 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
142 (i), (ii), (iii), 146 (i), (ii), 149 (i), (ii), (iii), 206 (i), (ii), (iii), (iv) 209 (i), (ii), (iii)	✓ 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
	✓ Effective operation of Fire Precautions act and Workplace Regulations	✓ Introduction of new fire safety regulations	📁 All wholtime and retained stations carrying our business fire safety inspections

\* Where local indicators are set these are monitored through the departmental business plans.

## STRATEGIC AIM 2

### Protect life, property and the environment from fire and other emergencies.

With the prescriptive 'Standards of Fire Cover' removed, the Fire Authority have undertaken a full risk assessment of Shropshire so that the correct levels of prevention, protection and intervention services are applied to the different areas that make up our community. The new response standards for life risk fires and Road Traffic Collisions (RTCs) were introduced on the 1<sup>st</sup> April 2006. Monitoring against these new standards has been undertaken on a monthly basis. This data will give a more detailed and accurate reflection of the actual risk to life from fire and RTCs in the different areas of Shropshire, thereby further informing the IRMP process to ensure that our resources are deployed in the correct locations.

Environmental protection is central to the provision of services provided by the Fire Authority. The most effective environmental protection carried out is through our fire safety activities which minimise the number of fires, the resulting loss and the potential environmental damage from intervention activity.



#### Supporting Corporate Objectives

5. Ensure the provision of an appropriate risk based approach to fires
6. Ensure the provision of an appropriate response to non-fire emergencies
7. Minimise the effect of our intervention actions on the environment

Associated Best Value Performance Indicators*	Direction of Travel		
	2002-05 Development (✓ - What we have achieved)	2005-07 Advancement (✓ - What we have achieved) (✘ - Work in progress)	2007-10 Excellence (📁 - Our Improvement Priorities)
144 And local response standards (see page 19)	✓ 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
Please see local response standards ( page 19)		✘ 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
	✓ 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

\* Where local indicators are set these are monitored through the departmental business plans.

## STRATEGIC AIM 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

Occupational Health services are delivered through an external contractor to support individuals at work. Effective Equality and Diversity/Disciplinary procedures ensure high standards of behaviour are maintained.

The Fire Authority provides core skills training for all operational staff at our purpose built Training and Development Centre and satellite training facilities around the county. This ensures the highest levels of competence supporting safe working systems at all times, not only in our intervention work, but also in other areas of activity.

In addition, the Fire Authority has introduced systems relating to ongoing performance measurement to ensure competence is maintained, both operationally and managerially. Competence measurement has now extended to all levels of management across the organisation, including the introduction of development plans.



The Resources Department is responsible for the provision of all resources required by Service employees to carry out their role. This includes everything from buildings, vehicles and safety equipment to pens and paper. The department also ensures that the suppliers used by the Service are available and able to provide support as required, that procurement is carried out effectively.

#### Supporting Corporate Objectives

8. Maintain and improve the health, safety and welfare of all members and employees
9. Ensure that all members and employees are competent and able to perform their role
10. Ensure the provision and availability of appropriate equipment, resources and supplier support



Associated Best Value Performance Indicators*	Direction of Travel		
	2002-05 Development (✓ - What we have achieved)	2005-07 Advancement (✓ - What we have achieved) (✕ - Work in progress)	2007-10 Excellence (🔧 - Our Improvement Priorities)
12 (i), (ii), 15 (i), (ii)	<ul style="list-style-type: none"> <li>✓ Health and Safety procedures in place but further development needed</li> </ul>	<ul style="list-style-type: none"> <li>✓ All staff actively manage risks in their environment</li> </ul>	<ul style="list-style-type: none"> <li>🔧 Achieve and champion ISO 18001</li> <li>🔧 Health and Safety activities to be ISO 9001 registered</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Training and developing identified needs for people are fulfilled for current and future roles</li> <li>✓ liP accredited organisation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Integrating the development review process for employees and members</li> <li>✓ Implementing IPDS across organisation</li> <li>✓ All staff competent and equipped to deal with new threats</li> </ul>	<ul style="list-style-type: none"> <li>✕ ISO 9001 registered for development activities</li> <li>🔧 IPDS fully integrated</li> </ul>
	<ul style="list-style-type: none"> <li>✓ A number of asset management plans are in place and used to guide investment decisions in support of IRMP</li> </ul>	<ul style="list-style-type: none"> <li>✓ Deliver equipment needs using national and regional procurement initiatives</li> <li>✓ ISO9001 registered procurement and resource management</li> <li>✓ Supported award of national pumping appliance contract</li> </ul>	<ul style="list-style-type: none"> <li>🔧 An embedded process that proactively reviews and realigns provision of resources to a dynamic environment</li> <li>🔧 User friendly integrated storage of all data assets to support performance needs</li> </ul>

\* Where local indicators are set these are monitored through the departmental business plans.

## STRATEGIC AIM 4

### Provide a service that demonstrates quality and best value in service provision

The Fire Authority in its aim to provide a service demonstrating quality and best value has developed a strategy for working with a variety of partners. The Service continually reassesses service provision through IRMP and, through the creation of the corporate risk register, effectively manages risk.

Following the implementation of a *Partnership Strategy*, the Service aims to develop further outcome measures through meaningful performance indicators showing tangible benefits. The Service has a variety of partners, some aimed at connecting with the harder to reach groups in Shropshire, others helping us to comply with our statutory obligations. The strategy enables the Service the flexibility to form innovative partnerships with other organisations within a governing framework that considers the overall risk and performance.

By reassessing our service provision on an annual basis through IRMP the Service is working towards providing the best service for minimum cost through the optimum organisation of its resources.

In the current political climate the Service recognises the importance of Corporate Risk and Business Continuity Planning and is aiming at a fully implemented, tested and reviewed disaster recovery plan.

Performance management and data quality are increasingly gaining a higher profile, as the results of key performance indicators play a greater role in the continuing assessments from central government. The Service aims to ensure that reporting against targets is accurate and timely, and therefore a true reflection of our achievements.

The Service has developed an environmental management system in accordance with the ISO14001:2004 standard to assist in the assessment of its environmental impact and identification of improvement priorities.



#### Supporting Corporate Objectives

11. Promote a partnership approach in pursuance of continuous improvement, having regard to a combination of economy, efficiency and effectiveness
12. Ensure the provision of a service that meets the needs of the community
13. Ensure the effective management of performance and corporate risk
14. Reduce the environmental impact of our daily conduct

Associated Best Value Performance Indicators*	Direction of Travel		
	2002-05 Development (✓ - What we have achieved)	2005-07 Advancement (✓ - What we have achieved) (✘ - Work in progress)	2007-10 Excellence (🔧 - Our Improvement Priorities)
8, 150	<ul style="list-style-type: none"> <li>✓ Partnership established but no robust methodology for evaluation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop and implement a partnership strategy that adds value, encourages innovation and improves quality of service</li> </ul>	<ul style="list-style-type: none"> <li>✘ Partnership strategy embedded within the organisation which is ISO 9001 compliant</li> <li>🔧 Ensure all partnerships have meaningful measures of performance and can show tangible benefits</li> <li>🔧 Partnership strategy further developed with regard to best practice</li> </ul>
3	<ul style="list-style-type: none"> <li>✓ Implemented IRMP procedures</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implementation of new cost effective risk based standards</li> </ul>	<ul style="list-style-type: none"> <li>🔧 Providing the maximum service for the minimum cost</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Corporate Risk Policy created. Performance monitoring against external targets</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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</li> </ul>	<ul style="list-style-type: none"> <li>🔧 Fully implemented, tested and reviewed disaster recovery and business continuity plans. Performance is monitored to ensure that investment achieves the anticipated benefits</li> <li>🔧 Access to accurate performance data within 7 days</li> </ul>
	<ul style="list-style-type: none"> <li>✓ A first position statement and improvement plan written</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop and achieve targets set in improvement plan</li> <li>✘ Develop a full environmental management system which identifies and targets areas of greatest significance.</li> </ul>	<ul style="list-style-type: none"> <li>🔧 The position is recognised and registered under ISO14001:2004</li> </ul>

\* Where local indicators are set these are monitored through the departmental business plans.

## STRATEGIC AIM 5

### Provide a service committed to the highest levels of equality and fairness

The Fire Authority have introduced initiatives to achieve our Equality aims, these ensure that we follow equality legislation, we have produced schemes with action plans to make improvements to the Service.

We provide training to our staff to support our aims, work in partnership to achieve our objectives and work with our communities to become an *inclusive* employer.

We have policies in place to ensure that everyone is aware of their responsibilities with regard to Equality and Diversity.



#### Supporting Corporate Objectives

15. Provide a fair and equitable service to the communities of Shropshire and other stakeholders

16. Provide a fair, equitable and dignified place of work for all employees and visitors

17. Seek to employ a workforce representative of the community that we serve



Associated Best Value Performance Indicators*	Direction of Travel		
	2002-05 Development (✓ - What we have achieved)	2005-07 Advancement (✓ - What we have achieved) (✘ - Work in progress)	2007-10 Excellence (📌 - Our Improvement Priorities)
3, 17a, b	✓ 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
2a, b 11 (i), (ii), (iii)	✓ 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, 17a, b 16a(i), a(ii) and b, 210	✓ 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

\* Where local indicators are set these are monitored through the departmental business plans.

## Performance and Targets

BVPI	Detail	2005/06 Target	2005/06 Actual	2005/06 League table position	2006/07 Target	2006/07 Predicted ☑ - Target Achieved ☒ - Target missed
<b>BVPI 142</b>	Number of primary fires and accidental dwelling fires					
	(ii) No of calls to fire attended: primary fires per 10,000 population	26.4	24.9	23 out of 46	26	25.0 (☑)
	(iii) No of calls to fire attended: accidental fires in dwellings per 10,000 dwellings	13	14.4	18 out of 46	12.8	13.0 (☒)
<b>BVPI 143</b>	Number of fire deaths and Injuries					
	(i) No of deaths arising from accidental fires in dwellings per 100,000 population	0	0.89	42 out of 46	0.22	0.44 (☒)
	(ii) No of injuries (excluding precautionary checks) arising from accidental fires in dwellings per 100,000 population	3.30	4.2	8 out of 46	3	1.76 (☑)
<b>BVPI 144</b>	Accidental dwelling fires confined to room of origin The % of accidental fires in dwellings confined to room to origin	90.0%	90.0%	31 out of 46	91%	94.2% (☑)
<b>BVPI 146</b>	Calls to Malicious False Alarms					
	(i) Not attended		0.69		0.67	0.62 (☒)
	(ii) Attended		0.4	15 out of 46	0.33	0.31 (☑)
<b>BVPI 149</b>	False Alarms caused by Automatic Fire Detection					
	(i) False alarms caused by automatic fire detection per 1,000 non-domestic properties	82.0	86.5	8 out of 46	77	64.4 (☑)
	(ii) No of those properties as recorded in 149(i) with more than one attendance		11.9		12.0	14.4 (☒)
	(iii) % of false alarm calls caused by automatic fire detection which are to a non-domestic property with more than one attendance.		36.8%		36%	76.0% (☒)

2007/08 Target	2008/09 Target	2009/2010 Target	Comment
24	23.8	22.5	Using professional judgment, the Service is aiming for the upper quartile (2005/06) figure of 21.2 in 2010/11 with the targets for 2007/08, 2008/09 and 2009/10 set to take into account previous performance.
12.6	12.4	12.2	The Fire Authority is currently achieving the upper quartile. The 2009/10 target will retain our position within the upper quartile with year on year improvement. The targets for 2007/08 and 2008/09 have been set taking in account previous performance.
0.22	0.22	0.22	Based on previous performance, the target for 2009/10 has been set within the upper quartile and is equivalent to one death per year.
2.8	2.55	2.1	The Fire Authority is expected to be the top performer for 2006/07, however this was an exceptionally good performing year and the 2009/10 target has been set to equal the best performing Fire Authority for 2005/06 and the original targets have been maintained.
95%	95.5%	96%	The Fire Authority is currently achieving the upper quartile. The 2009/10 target will retain our position within the upper quartile with year on year improvement. The targets for 2007/08 and 2008/09 have been set taking in account previous performance.
0.67	0.67	0.67	Current targets are being maintained whilst the Fire Authority challenge the indicator with the CLG and the Audit Commission.
0.25	0.20	0.14	The Fire Authority is currently achieving the upper quartile; therefore the 2009/10 target has been based on the best performing Fire Authority for 2005/06. The targets for 2007/08 and 2008/09 have been set taking in account previous performance.
62.75	61.0	59.0	The Fire Authority is currently achieving the upper quartile. The 2009/10 target will retain our position within the upper quartile with year on year improvement. The targets for 2007/08 and 2008/09 have been set taking in account previous performance.
14.8	14.5	14.0	Data is currently limited with no benchmarking information available. The targets have been set to show a 2.5% reduction each year and these will be reviewed as further information becomes available.
75%	73%	71%	Data is currently limited with no benchmarking information available. The targets have been set to show a 2% reduction each year and these will be reviewed as further information becomes available.

BVPI	Detail	2005/06 Target	2005/06 Actual	2005/06 League table position	2006/07 Target	2006/07 Predicted ☑ - Target Achieved ☒ - Target missed
<b>BVPI 206</b>	Deliberate Fires					
New Definition	(i) Primary (excluding Vehicles)		5.61	33 out of 46	5.6	5.01 (☑)
	(ii) Primary (in vehicles)		4.79	13 out of 46	4.84	5.45 (☒)
	(iii) Secondary (excluding vehicles)		3.68	1 out of 46	3.60	4.94 (☒)
	(iv) Secondary (in vehicles)		0.11	2 out of 46	0.1	0.09 (☑)
*	Parts iii and iv Combined					
<b>BVPI 207</b>	Fires in non-domestic properties		15.4	35 out of 46	20	15.0 (☑)
<b>BVPI 208</b>	Escaping unharmed from Accidental Dwelling Fires without assistance		96.8%	2 out of 46	95.97%	98.1% (☑)
<b>BVPI 209</b>	Smoke Alarms					
	(i) Activated		36.3%	33 out of 46	48%	41.9% (☒)
	(ii) Not activated		15.7%	36 out of 46	14%	15.1% (☒)
	(iii) None Fitted		48.0%	28 out of 46	38%	43.0% (☒)
<b>BVPI 12</b>	Sickness Absence					
	(i) The proportion of working days/shifts lost to sickness absence by wholetime uniformed staff	8.6	8.59	15 out of 46	8.5	9.17 (☒)
	(ii) The proportion of working days/shifts lost to sickness absence by all staff	8.6	9.65	16 out of 46	8.5	9.98 (☒)
<b>BVPI 15</b>	Ill Health retirements					
	(i) Wholetime fire-fighter ill-health retirements as a % of the total workforce	1.0%	0%	1 out of 46	1.0%	0.82% (☑)
	(ii) Control and non-uniformed ill-health retirements as a % of the total workforce	0	0%	1 out of 46	0%	0% (☑)
<b>BVPI 8</b>	Undisputed Invoices. The % of undisputed invoices which were paid in 30 days	99%	97.1%	11 out of 46	99%	98.4% (☒)
<b>BVPI 150</b>	Expenditure per head of population. Expenditure per head of population on the provision of fire and rescue services	£40.15	£35.79	18 out of 46	£40.76	£40.70 (☑)

2007/08 Target	2008/09 Target	2009/2010 Target	Comment
4.75	4.0	3.5	The 2009/10 target has been set at the upper quartile level for 2005/06 with the targets for 2007/08 and 2008/09 set to take into account previous performance.
4.76	4.68	4.5	The 2009/10 target has been set at the upper quartile level for 2005/06 maintaining the previously set targets for 2007/08 and 2008/09.
			The Fire Authority is currently challenging any exceptional performance; both good and bad, to ensure robust processes have been applied during data collection. Targets will be set as soon as a review of this process has been carried out.
0.09	0.09	0.09	The 2009/10 target has been set to maintain our current excellent performance.
12.5	11	10	The 2009/10 target is more challenging than the upper quartile level for 2005/06, as this is an area that needs focussed improvement with the targets for 2007/08 and 2008/09 set to take into account previous performance. The Fire Authority is currently challenging the CLG on the inclusion of farm fires within the calculations.
98.5	98.5	98.5	The Fire Authority is currently achieving the upper quartile and is expected to exceed the best performing Fire Authority for 2005/06. The target for 2009/10 has been set to equal this year's outturn and will be reviewed year on year to ensure good performance is maintained.
46%	49.2%	52.5%	The Fire Authority is not expected to achieve the upper quartile, however setting this as the 2009/10 target is not considered challenging enough. The target has, therefore, been set at midway through the upper quartile.
18%	20.8%	21.6%	This target is driven by parts (i) and (iii).
36%	30%	25.9%	The Fire Authority is not expected to achieve the upper quartile, however setting this as the 2009/10 target is not considered challenging enough. The target therefore has been set at the best performing Fire Authority.
8.5	8.1	7.85	The 2009/10 target has been set at the upper quartile level for 2005/06 with the targets for 2007/08 and 2008/09 set to take into account previous performance.
9.00	8.75	8.46	The 2009/10 target has been set at the upper quartile level for 2005/06 with the targets for 2007/08 and 2008/09 set to take into account previous performance.
0.43%	0.43%	0.43%	The target set is the equivalent to one person per year.
0%	0%	0%	The existing target has been retained.
98.75%	99.12%	99.5%	The 2009/10 target has been based on the best performing Fire Authority for 2005/06.
£42.24	£44.50	£46.09	Figure taken directly from budget and calculated by dividing spend by population figure.



BVPI	Detail	2005/06 Target	2005/06 Actual	2005/06 League table position	2006/07 Target	2006/07 Predicted ☑ - Target Achieved ☒ - Target missed
<b>BVPI 2a</b>	Equality Standard for Local Government The level of the Equality Standard for Local Government to which the Authority conforms	Level 3	Level 2	7 out of 46	Level 2	Level 2 (☑)
<b>BVPI 2b</b>	The duty to promote race equality The quality of an Authority's Race Equality Scheme and the improvements resulting from its application	89%	89%	8 out of 46	89%	89% (☑)
<b>BVPI 11</b>	Top 5% of earners					
	(i) The % of top 5% of earners that are women	4.7%	7.1%	12 out of 46	7.1%	7.14% (☑)
	(ii) The % of top 5% of earners from black and ethnic communities	4.7%	7.1%	1 out of 46	7.1%	7.14% (☑)
	(iii) The % of top 5% of staff who have a disability		0	8 out of 46	7.1%	To be decided
<b>BVPI 16a</b>	% of Employees with a Disability					
	1. Wholetime and Retained duty system employees with a disability		0	NA	0.5%	To be decided
	2. Control and non uniformed employees with a disability		0	NA	0.75%	
<b>BVPI 17a</b>	% of minority ethnic community uniformed staff; comparative with the % of minority ethnic community population of working age in Fire Authority area	4%	0.97%	NA	1.15%	1.08% (☑)
<b>BVPI 210</b>	% of Women Fire-fighters		2.22%	35 out of 46	2.8%	2.36% (☑)

2007/08 Target	2008/09 Target	2009/2010 Target	Comment
Level 3	Level 3	Level 4	West Midlands Regional Management Board is seeking Capacity Building Funds through the Government Office of the West Midlands to facilitate a regional equality and diversity project to secure Level 3 by all regional fire and rescue authorities during 2007/08.
89%	94.7%	100%	100% is possible by successfully completing 19 items. Currently we are achieving 17. By achieving 18 this will improve our figure to 95%. West Midlands Regional Management Board is seeking Capacity Building Funds through the Government Office of the West Midlands to facilitate a regional Equality and Diversity project to secure Level 3 by all regional FRAs during 2007/08. As SFRS has not received any complaints from ethnic groups, we cannot therefore reduce this number, which means we are unable to score 1 point here. We have not had any racial incidents that have resulted in further action, therefore we cannot increase satisfaction in this area, and we are unable to score 1 point here.
14.3%	14.3%	14.3%	The Fire Authority is currently achieving the upper quartile the 2009/10 target has been set using realistic performance levels.
7.1%	7.1%	7.1%	The Fire Authority is currently achieving the upper quartile therefore the 2009/10 target has been based on the best performing Fire Authority for 2005/06 and the use of realistic performance levels.
7.1%	7.1%	7.1%	
7.25% (36.75)	7.50% (38.02)	7.75% (39.29)	The results of the cultural audit have revealed that 7% of staff considers that they have a disability. The Fire Authority is currently working with ORS, who conducted the survey, to identify the split between the two different groups. It is unrealistic to expect that by 2009/10 we will employ the total % of people in the community in our workforce. This may be particularly difficult in operational roles where some disabilities will make it very difficult to carry out this particular role. If these figures are to be increased, resources will need to be allocated to promoting this and possibly creating a work experience or similar type post.
8.25% (7.09)	9.25% (7.95)	10.5% (9.03)	
1.5% (8.34)	2.0% (11.12)	2.5% (13.90)	Currently performance against our own target is good when compared with how other fire authorities are performing against their own targets. As we rely heavily on our retained duty system (RDS) recruitment to increase these figures, bearing in mind the demographic profile of the County and the areas we are recruiting to, this would seem a more realistic figure for these areas.
3.4% (17.23)	4.4% (22.30)	5.4% (27.37)	The Fire Authority is not expected to achieve the upper quartile; however by setting the 2009/10 target as the best performing Fire Authority for 2005/06 it will encourage the Fire Authority to achieve the national target of 15%. Targets for 2007/08 and 2008/09 have been maintained at their current levels. We have set a target of 30% (15 people) of the new intake of RDS employees to be females over 3 years. This will be the main area that we can increase these numbers.

**\*\*Please note some of the translations on this page have been lost– they will be amended on print.\*\***

If you would like this information in an alternative language or format such as large print or audio please contact us on 01743 260200 or email [enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk)

如果您希望获得这份资料的中文译本或其他各式（例如大字体版本或录音磁带），请与我们联系。电话：01743 260200，或电子邮件：[enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk)  
(Chinese)

Jeśli chcieliby państwo otrzymać informacje w innym języku lub formacie, np. w formacie audio lub napisane dużą czcionką, prosimy o kontakt pod numer 01743 260200 lub na adres e-mailowy: [enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk)  
(Polish)

jE VUsl: ieh jANcArI icsE h~r BASA j; r<p ijs VrH; ic v&DI xpAel j; sUNn vAll tEp iv&C CAhU\*dE h~, V; icqpA crcE sADE nAI 01743 260200 VE s\*prc cr~ j; [enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk) VE elmEl cr~.  
(Punjabi)

میل 01743 260200 فون نمبر مات کسی متبادل زبان یا طریقہ مثال بڑے سائیز یا آڈیو میں درکار ہوں تو برائے مہربانی اگر آپ کو یہ معلوم پر رابطہ کریں [enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk) یا ای  
(Urdu)

Haddii aad doonaysid dokumentigan oo ku qoran luqad kale ama qaab kale sida far waaweyn ama maqal ah, fadlan nagala soo xiriir 01743 260200 ama iimayl [enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk)  
(Somali)

Os hoffech chi gael y wybodaeth hon mewn iaith neu ar ffurf wahanol fel print bras neu sain cysylltwch â ni ar 01743 260200 neu drwy'r e-bost [enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk)  
(Welsh)

The Fire and Rescue Authority (FRA) welcomes comments on this Performance Plan. Please use the questionnaire sheet opposite or visit our website on [www.shropshirefire.gov.uk](http://www.shropshirefire.gov.uk) to print a copy from the PDF version.



## Shropshire and Wrekin Fire Authority – Performance Plan – 2007/08

Shropshire and Wrekin Fire Authority very much welcome any comments you wish to make about this Performance Plan as this will help us to improve the service we provide.

Please feel free to complete this form or telephone the Programme Office on 01743 260200 if you need any assistance or wish to discuss anything in more detail.

Do you think that the Performance Plan is easy to read?

Strongly Agree  Agree  Disagree  Strongly Disagree  Do not know

Do you agree with the Corporate Aims and Objectives of the Fire Authority?

Strongly Agree  Agree  Disagree  Strongly Disagree  Do not know

Does the Performance Plan explain effectively how the Service has performed and what targets have been set?

Strongly Agree  Agree  Disagree  Strongly Disagree  Do not know

Has the Performance Plan left you better informed about the Fire Authority and the services it provides?

Strongly Agree  Agree  Disagree  Strongly Disagree  Do not know

If you would like to make any comments about the Performance Plan please do so below continuing on a separate page if necessary, if you would like a response, please make sure we have your name and address.

Comments:	
Please include your name, address and telephone number here:	Please return to:  The Programme Office, Shropshire Fire and Rescue Service, FREEPOST SY1046 Brigade HQ Reception St Michaels Street Shrewsbury SY1 3BR

## Outreach Vehicle

Shropshire Fire and Rescue Service was successful in securing funding through the CLG which enabled it to invest £55,000 into a mobile display vehicle which is to be used to reach out to people throughout the County, especially those living in the rural areas where facilities are always limited.

The outreach vehicle has been equipped with the latest technology in order to interact with people from all ages and backgrounds. A Rural Outreach Officer has been appointed whose role will be to work with our partnership organisations and deliver a range of safety messages from the outreach vehicle.

The vehicle officially went on the road during April 2007 and, as expected, was very well received by the public. The Outreach Officer, during this weekend, was able to bring back to the Service 150 confirmed referrals for home safety survey visits, as well as hand out in excess of 1000 pieces of fire safety literature during the month of April.

This vehicle is an excellent platform for us as well as our partners in other organisations to be able to set up the vehicle wherever it is required, without having to go through the difficulties of finding a suitable venue that people will attend. This vehicle enables us for the first time to actually go where the people are and, unlike many initiatives where we expect the public to come to us, we are able to go to them.

For further details please contact the Community Fire Safety Team on 01743 260260.







**Putting Shropshire's  
Safety First**



# Shropshire

## Fire and Rescue Service

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Community Fire Safety

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