



Councillor Stuart West
Chair
Shropshire and Wrekin
Fire and Rescue Authority



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Chief Fire Officer

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

Ahead of us lie many opportunities and challenges and this Plan enables us to explain our aims, objectives and priorities for both now and the future.

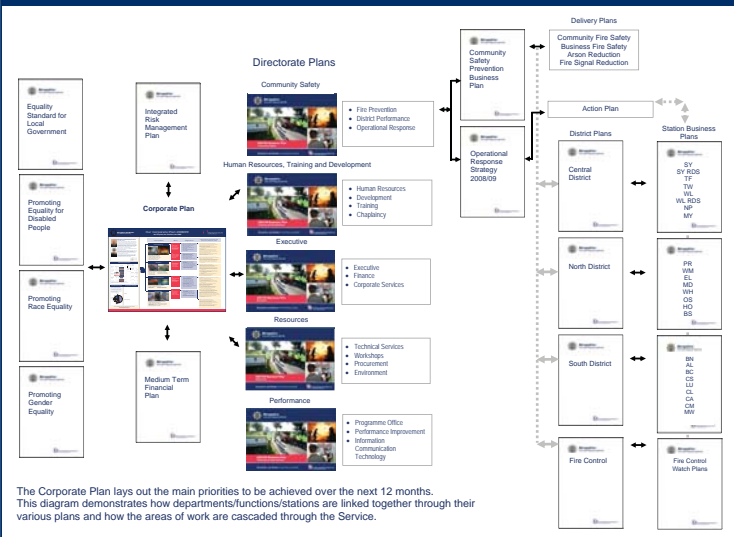
We will personally champion an Agenda of Equality and Diversity which will be complemented through the implementation of our statutory Equality Schemes and the Equality Standard for Local Government. As a Service our immediate priorities must focus on meeting public expectation to reduce deaths and injuries from fire; and enhancing our resilience to respond effectively to incidents – both locally and nationally.

Improvements in all the above areas are co-ordinated through the Authority's Integrated Risk Management Plan.

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

The Audit Commission, in early 2008, reported that our Service was one of the top performing fire and rescue services in the country. With your continued support, and participation in delivering our Corporate Plan, we aim to build upon our successes during 2008/09.

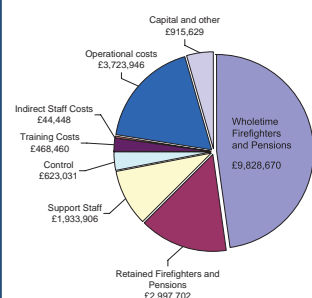
Where does your plan fit in?



The Corporate Plan lays out the main priorities to be achieved over the next 12 months. This diagram demonstrates how departments/functions/stations are linked together through their various plans and how the areas of work are cascaded through the Service.

How is the money spent?

Around 70% of our total budget is spent on our staff; firefighters on the whole-time and retained duty systems, control staff, and non-uniformed support staff. The balance is spent on the supply and maintenance of operational equipment, uniforms, supplies and services, information and communications technology, and funding the capital programme. This year's programme includes the replacement of fire engines and station refurbishments.



Your priorities and targets

Public expectations

Resilience

Equality and Diversity

Core Values

Aims

Objectives

Improvement Priorities (IP) and Core Business (CB)

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

1
Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community

- 1: Reduce fire deaths and injuries in the community
- 2: Support the life safety agenda of our partners
- 3: Reduce the incidence and severity of fires and other emergencies
- 4: Ensure the effective enforcement of fire safety legislation
- 5: Reduce false alarms and inappropriate calls for assistance

- 1.1 IP Increase ownership of smoke alarms in homes of those most vulnerable to fire
- 1.2 CB Carry out home fire risk checks and provide smoke alarms in premises at significant risk
- 1.3 CB Educate at risk members of the public in fire prevention and protection
- 2.1 IP Engage fully with new and existing unitary structures
- 2.2 CB Work alongside partners in Local Area Agreements, Local Strategic Partnerships, Crime and Disorder Reduction Partnerships and others to benefit the safety of communities
- 3.1 IP Reduce incidence of fire crime
- 3.2 CB Work alongside partners to reduce deaths and injuries from road traffic collisions in our target groups
- 4.1 IP Increase the proportion of business premises included in the Fire Safety Database
- 4.2 IP Influence planners, builders and managers of premises to include fire safety as key issues
- 4.3 CB Consolidate Regulatory Reform Order requirements
- 5.1 IP Monitor and encourage business to ensure effective management of fire alarm systems
- 5.2 IP Implement hoax call reduction strategy
- 5.3 CB Educate the public to reduce inappropriate calls for our assistance

People



We value all our employees by practising and promoting

- Fairness and respect
- Honesty, integrity and mutual trust
- Recognition of merit
- Co-operative and inclusive working
- Personal Development

3
Secure the highest level of safety and welfare/wellbeing for all staff and Authority Members

- 9: Maintain and improve the health, safety and wellbeing/welfare of all Members and employees
- 10: Ensure that all Members and employees are competent and able to perform their role by providing effective leadership and development
- 11: Ensure the provision and availability of appropriate information, equipment, resources and supplier support

- 6.1 IP Develop and implement appropriate systems to respond to water related incidents
- 6.2 CB Ensure that operational staff and other resources are available to provide an effective response
- 6.3 CB Develop, monitor and report appropriate risk based standards
- 7.1 IP Implement an environmental management system to international standards (ISO 14001, 2004)
- 7.2 CB Continue working with the Environment Agency and others on protecting the environment
- 8.1 IP Meet National Framework priorities as they relate to regional and national emergencies
- 8.2 CB Ensure resilience of Shropshire Fire and Rescue Service during large-scale regional/national emergencies
- 9.1 IP Implement the action plan from the results of the Cultural Audit
- 9.2 IP Instigate measures to protect staff from hostile activity in the community
- 9.3 CB Monitor, advise and manage issues relating to health and safety and occupational health
- 10.1 IP Extend Firefighter Development Programme to include all operational staff
- 10.2 IP Monitor and implement improvements identified from critical national events/publications
- 10.3 CB All managers carry out annual Individual Performance Development Reviews with staff
- 10.4 CB Provide and record appropriate, auditable and role specific training and development programmes for all staff
- 11.1 IP Make improvements in our co-ordinated approach to the recording, provision and use of up-to-date risk information for operational crews/officers
- 11.2 IP Manage refurbishment/relocation of Shrewsbury and Wellington stations and associated business process improvements
- 11.3 CB Provide and maintain appliances and equipment which meet identified needs and diversity of users
- 11.4 CB Deliver effective and beneficial asset and supplier management
- 11.5 CB Ensure the effective delivery of our capital programme

Improvement



We value improvement at all levels of the Service by

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Consulting others
- Learning from our experience

4
Provide a sustainable service that demonstrates quality and best value in service provision

- 12: Deliver continuous improvement having regard to a combination of economy, efficiency and effectiveness, in partnership where appropriate
- 13: Ensure the provision of a service that responds to the needs and views of local communities, where appropriate
- 14: Ensure effective corporate governance
- 15: Provide a service which minimises our environmental impact
- 16: Ensure provision of a resilient service
- 17: Manage our information, assets, resources and procurement to maximise value

- 12.1 IP Engage with the new and existing unitary authorities to benefit the effectiveness and efficiency of our service
- 12.2 CB Deliver an effective Integrated Risk Management Plan
- 12.3 CB Prepare for, and learn from, the audit and assessment processes
- 12.4 CB Ensure that service objectives and budgets are aligned and maximise effectiveness of budget management throughout the Service
- 13.1 IP Develop Consultation and Communication Strategy/Coordinate all consultation activities undertaken by the Service
- 13.2 CB Develop, implement and monitor Gender, Disability and Race Equality Schemes
- 14.1 IP Prepare for information management and data quality audit
- 14.2 CB Ensure appropriate training and support for Authority Members
- 14.3 CB Provide corporate support to the Fire Authority
- 14.4 CB Ensure appropriate programme/project management, corporate risk management, strategic planning and performance monitoring methodology is adopted
- 15.1 IP Implement an environmental management system to international standards (ISO 14001, 2004) as they apply to non-operational work
- 15.2 CB Assess and reduce our environmental impact, including carbon footprint
- 16.1 IP Ensure provision of a resilient service through the management of risks identified in the Business Continuity Plan, Statement on Internal Control/Annual Governance Statement and Local Resilience Forum/Regional Resilience Forum risk registers
- 16.2 IP Collaborate with neighbouring fire services to ensure cost effective and resilient services
- 16.3 CB Deliver a resilient service during the transition to Regional Fire Control/FireLink
- 17.1 IP Deliver systems identified through the Technology Steering Committee (TecCom) to the Service
- 17.2 IP Provide accurate and timely information through the delivery of a Performance Management System
- 17.3 CB Maximise gains from property, operational, information, communication and technology assets
- 17.4 CB Maximise benefits from Regional/National Procurement

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

5
Provide a service committed to the highest levels of equality and diversity

- 18: Provide and promote an equitable service to the communities of Shropshire and other stakeholders
- 19: Provide a just and dignified place of work for all employees, Members and visitors
- 20: Recruit, promote and retain a workforce representative of the community that we serve

- 18.1 IP Carry out equality impact assessments on service functions and use outcomes for service planning
- 18.2 IP Achieve Level 3 of the Equality Standard for Local Government
- 18.3 CB Continue recruitment and promotion activities to national standards
- 19.1 IP Implement the action plan arising from the Cultural Audit
- 19.2 IP Create and implement an action plan to deliver the Equality and Diversity Strategy
- 19.3 CB Support the effective management of the Service's disciplinary and grievance procedures
- 19.4 CB Support the continuation of equality and diversity training
- 20.1 IP Recruit, promote and retain a workforce representative of the community that we serve
- 20.2 CB Continue initiatives to encourage recruitment from under represented groups
- 20.3 CB Continue to use National Firefighter Selection Tests during recruitment