

REPORT OF THE CHIEF FIRE OFFICER

PERFORMANCE PLAN 2006 - 08

1 Purpose of Report

To advise Members of the statutory obligation set out in the Local Government Act 1999 that requires fire and rescue authorities to prepare and publish an annual Performance Plan by no later than the end of June each year. Members are asked to consider and approve the proposed draft plan for 2006 – 08.

2 Recommendations

The Fire Authority is asked to review, consider and approve the following:

- a) The proposed amendment to the Corporate Aims and Objectives; and
- b) The proposed targets, as set out in Appendix D of the document.

3 Background

The Local Government Act 1999 requires fire and rescue authorities to prepare an annual Performance Plan.

The Office of the Deputy Prime Minister (ODPM)¹ Circular 09/2004 gives guidance on Best Value and Performance Improvement for Fire and Rescue Authorities in England. Other Circulars, namely Fire Service Circulars 58-2004 and 13-2005 provide further guidance on addressing the findings arising from Comprehensive Performance Assessment (CPA). The Performance Plan 2006 – 08 satisfies the requirements of this prescribed guidance.

The Fire Authority at its meeting on the 8 February 2006 agreed to the proposed content of the two-year Performance Plan and to the adoption of a four-stage Strategic Planning Process (SPP).

¹ The Office of the Deputy Prime Minister has now been renamed the Department for Communities and Local Government (DCLG)



In addition, at its meeting on 8 February 2006 the Fire Authority agreed to delegate responsibility to approve stages of the Performance Plan development to appropriate committees, as detailed within the SPP, set out at page 14 of the attached document.

The Fire Authority's Strategy and Resources Committee has been consulted upon, and set the Performance targets within, the attached Plan. The Service's Policy Group has agreed the format of the individual department Business Plans. The Fire Authority's Audit and Performance Management Committee will continue to monitor the targets and objectives within these plans.

4 Corporate Aims and Objectives

A recent review of the Fire Authority's existing corporate aims and objectives identified the need to introduce a new corporate objective to recognise the changes and requirements introduced within the Fire and Rescue Services Act and the Fire and Rescue Service National Framework 2006 - 08.

An amendment was previously agreed to Strategic Aim 1, Corporate Objective 2 to read "Reduce the incidence of road traffic collisions". On further consideration it is felt that an additional, slight amendment should be made to reflect accurately the Fire Service's contribution to achieving this national priority. The suggested alternative is included within the attached draft Performance Plan on page 11, and reads:

Contribute to the reduction of Road Traffic Collisions

It is recommended that Members agree to this amendment.

5 Best Value Performance Indicator (BVPI) Targets

The targets included in the tables on the attached document under Appendix D have been drafted by the responsible officers, taking into account previous years' data, and reflect local and national requirements.

Targets for the forthcoming 3 years have been set and presented to the Strategy and Resources Committee on 25 May 2006. Members requested that a number of targets be revised and that more information on Best Value Performance Indicator (BVPI) 143(i) - Number of deaths arising from accidental fires in dwellings per 100,000 population - be presented to the full Fire Authority for consideration as to the targets to be set for the next 3 years.

The Government's main target for fire and rescue authorities has been re-emphasised in the Fire and Rescue National Framework 2006-08 as follows:

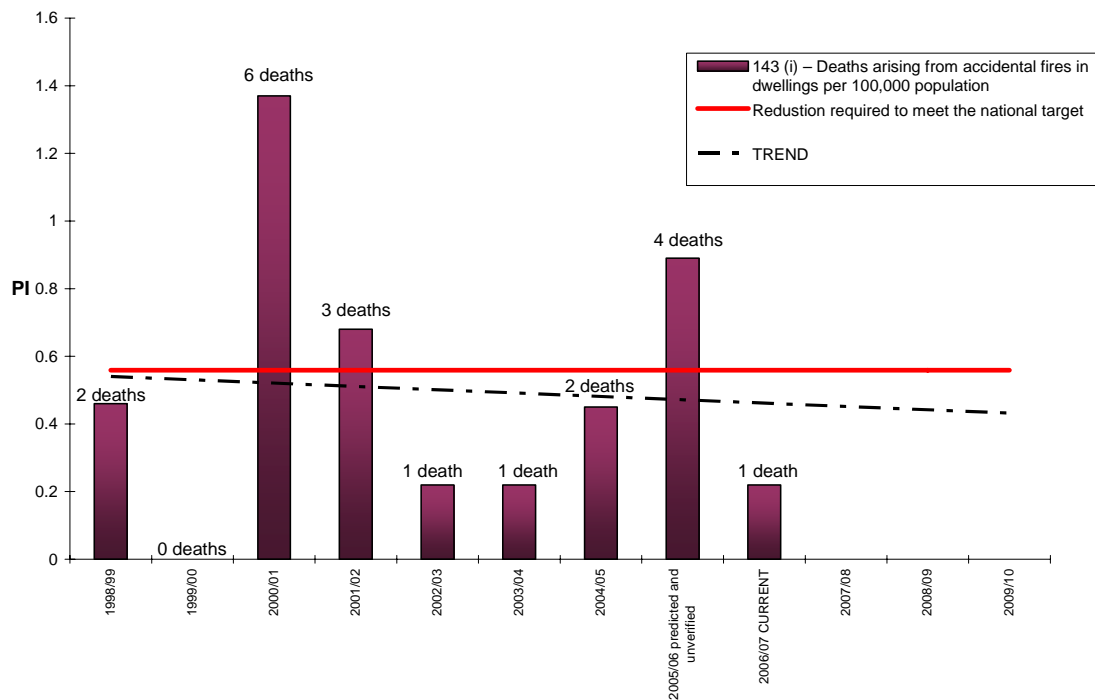
Main Target: Accidental fire-related deaths in the home

To reduce the number of accidental fire-related deaths in the home by 20%, averaged over the eleven-year period to 31 March 2010, equivalent to 280 fire-related deaths per annum, compared with the average recorded in the five-year period to 31 March 1999 of 350 fire-related deaths.

Based on a population of 50,093,100 for England, this equates to reducing the performance indicator from 0.69 to 0.56. When applied to the local constituent population, this performance indicator is the equivalent of reducing the actual number of fire-related deaths from 3 to 2 per year. As can be seen on the following graph,



the average in Shropshire for the last 8 years is 2.38 accidental fire-related deaths in the home.



With this in mind, Members are requested to consider whether, when applying the 20% reduction calculation, the target should be set at zero, 1 or 2 actual fire-related deaths per year. Our current trend suggests that, for the 2006/07 reporting year, it would be realistic to target for 2 in light of the current performance, but to aim for 1 or zero by 2010 in line with the trend. The performance indicator for 1 is 0.22, and for 2 is 0.45.

6 Improvement Planning Process

The Fire Authority's Performance Plan 2006 – 08 acts as the overarching strategic plan to deliver the requisite CPA improvements. The 2005 – 06 Performance Plan also acted as the CPA improvement plan. Shropshire and Wrekin Fire Authority was commended for its approach to this process and will continue to monitor the requirements through this 2006–08 Performance Plan and through the associated departmental Business Plans.

7 Legal Comment

The Fire Authority is required to prepare an annual Performance Plan under the Local Government Act 1999 and, if the Authority follows the proposals set out in this report then it will have met its obligations.

8 Appendices

Draft Performance Plan 2006 – 08



9 Background Papers

Office of the Deputy Prime Minister:
Fire Service Circulars 58-2004 and 13-2005

Shropshire and Wrekin Fire Authority:

8 February 2006, Report 14, Performance Plan 2006 – 08 and minutes

Audit and Performance Management Committee
30 March 2006, Report 5, Performance Plan 2006 – 08 and minutes

Strategy and Resources Committee
9 March 2006, Paper 5, Performance Plan 2006 – 08 and minutes
25 May 2006, Paper 7, Performance Plan 2006 – 08 and minutes

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balance Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	
Capacity		Member Involvement	
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment	*	Operational Assurance	
Equality and Diversity		Retained	
Efficiency Savings		Risk and Insurance	
Environmental		Staff	
Financial		Strategic Planning	*
Fire Control/Fire Link		West Midlands Regional Management Board	

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201.



Shropshire and Wrekin Fire Authority
Performance Plan 2006/08

(Draft Performance Plan – not for publication)

If you need assistance with the contents of this document, would like to request a copy in an alternative format or you would like to request additional information please telephone 01743 260200.



The Fire Authority welcomes comments on this Performance Plan

Please use the questionnaire sheet at the back of this document or visit our website on the address below for an electronic version.

www.shropshirefire.gov.uk

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Foreword by the Chair and Chief of the Fire Authority

This plan sets out Shropshire and Wrekin Fire Authority's continued commitment to providing a Fire and Rescue Service which delivers the best possible service for Shropshire's residents, at a price they are willing to pay. It builds upon the achievements of the past, and charts a clear course for the future.

We start from a base where our services have recently been independently judged as 'Good' by the Audit Commission, who also commented in their national report on Comprehensive Performance Assessment for the Fire and Rescue Service, that despite comparatively low budgets and cost per head of population, Shropshire and Wrekin Fire Authority has achieved 'good' overall performance. The Audit Commission also made a number of other references to the successes of our Fire Authority, particularly noting that although we employ one of the smallest workforces nationally we "are making the most of our enthusiastic and motivated staff."

We have demonstrated for many years our commitment to 'Putting Shropshire's Safety First' and clear performance information within this plan confirms an ongoing reduction in the risks posed to the public we serve. This plan explains how the Fire Authority intends to widen its role with regard to improving public safety even further by, for the first time, including an objective to work with partners to assist in the reduction of road traffic collisions. The inclusion of this new objective comes about not only due to changes in legislation, but also due to very forceful feedback received by the Fire Authority from our workforce and from the public during last years consultation processes. It is clearly widely recognised that our staff have the skills, knowledge, and experience to play a very important role in reducing the death, injury and carnage that has become so commonplace on the roads of Shropshire and Telford and Wrekin.

Another important new feature of this Performance Plan is the inclusion of what are known as 'direction of travel' statements. Against each of the Fire Authority's objectives these statements provide a brief description of where we have come from since 2002; how we are enhancing our services at the current time; and finally, what we are aspiring to achieve by 2010. The statements take account of local, regional and national requirements and aim to give the reader an overview of how the Authority and its Fire and Rescue Service have been continually improving for many years, yet are still aiming to do even better.

This Performance Plan provides a focus for reporting the measures being undertaken by the Fire Authority to deliver service improvements to local people. Its principal audiences are likely to be the staff and Members of the Authority, groups and organisations with an interest in the activities of the Authority, regulatory bodies and central Government. Nevertheless, it is a public document and potentially 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.

Cllr Dave Morgan
Chair of Shropshire and
Wrekin Fire Authority



Alan Taylor
Chief Fire Officer



Shropshire and the Borough of Telford & Wrekin – The Locality

The geographical county of Shropshire is one of England's most beautiful and historic areas with magnificent countryside, historic towns, and the birthplace of industry at Ironbridge, together with the results of impressive economic growth in the area of Telford and Wrekin in recent years.

The County Council covers a very large area – some 1,235 square miles with a population of approx. 287,900. The County 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% are classed as rural.

The Borough of Telford & Wrekin was among one of the fastest growing local authority areas in Europe throughout the 1990's. The majority of the population lives in the rapidly growing new town of Telford. The Borough of Telford & Wrekin was originally designated as a New Town in 1963 and recent decades have seen a remarkable industrial and residential growth in the area, which totals 112 square miles. The Borough does retain, however, some concentrated pockets of social deprivation, which are being addressed.

The Borough has a population of approx. 161,000 and a significant manufacturing base providing 30% of all jobs in the area. The wages tend to be relatively low as a significant proportion of the local employment opportunities are semi and unskilled. The situation is reflected in the results of the Index of Multiple Deprivation, which found high levels of income deprivation and educational deprivation. The Borough of Telford & Wrekin has five neighbourhoods in the top 10% most deprived in England and 15 neighbourhoods in the top 10 – 20%. The Telford and Wrekin area became a unitary authority in 1998, thus creating the present Fire Authority.

The county of 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 agricultural) a high proportion of residents work in agriculture compared to the national average.

Although Shropshire and Telford and Wrekin are beautiful places to live and work, they 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 Fire and Rescue Service are, therefore, diverse and such a range is unlikely to be encountered in many other fire authority areas in Britain.

The use of Fire Service Emergency Cover (FSEC) software through the Integrated Risk Management Planning (IRMP) process has identified that over 37,000 dwellings (approximately 20% of all dwellings) in Shropshire are classified as being well above average risk of fire. Although a high proportion of these (approximately 60%) 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.

Our Strategic Plan (Our Business)

This Performance Plan is Shropshire and Wrekin Fire Authority's Strategic Plan and is part of our Strategic Framework. It contains information about our Strategic Direction for 2006 – 2009.

The Strategic Plan defines our business and sets the scene for the heights to which we aspire. The Strategic Plan then provides details of each of the goals until 2009 recognising that all Shropshire and Wrekin Fire Authority people play an important part in attaining our vision.

This document is designed for stakeholders to be familiar with our shared purpose and direction. It is also the basis for all planning activities.

Our Purpose

Shropshire and Wrekin Fire Authority's purpose within the community is fundamentally to save and protect life, render humanitarian services and reduce the incidence of fires. The Fire Authority's statutory responsibility to undertake this role is defined within the Fire and Rescue Services Act 2004, and the Fire and Rescue Service National Framework, sets out the expected objectives and targets to be met by all fire and rescue fire authorities.

Our Structure and Governance

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

To help carry out the responsibilities the Fire Authority has set up specific committees and panels, 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. Meetings arranged for 2006/07 follow:

Fire Authority

Dates	Venue	Time
19 July 2006 18 October 2006 20 December 2006 14 February 2007 9 May 2007	To be confirmed	2.00 pm

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.

Dates	Venue	Time
21 September 2006 16 November 2006 25 January 2007 8 March 2007	Brigade Headquarters, Shrewsbury	2.00 pm

Audit and Performance Management Committee

The Performance Management Committee will monitor the performance of the Fire Authority and the Brigade and will ensure implementation of the CPA Improvement Plan in line with Government guidance.

Dates	Venue	Time
7 September 2006 7 December 2006 29 March 2007	Brigade Headquarters, Shrewsbury	5.00 pm

Human Resources Committee

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

Dates	Venue	Time
31 October 2006 20 February 2007	Brigade Headquarters, Shrewsbury	2.00 pm

Standards Committee

To promote and maintain high standards of conduct by Members and oversee the effectiveness of the Fire Authority's procedures for investigating and responding to complaints about Members

Dates	Venue	Time
24 July 2006 16 October 2006 22 January 2007 16 April 2007	Brigade Headquarters, Shrewsbury	5.00 pm

Health Panel

To consider and determine appeals relating to long-term sick pay and ill-health retirements

Dates	Venue	Time
12 September 2006 28 November 2006 13 March 2007	Brigade Headquarters, Shrewsbury	2.00 pm

West Midlands Regional Management Board (WMRMB)

WMRMB's mission is to deliver a proactive partnership to the region's communities. WMRMB has a collective vision to realise the full potential of Service collaboration with the delivery of improved efficiencies and enhanced operational resilience across the West Midlands Region as mandated in the Fire and Rescue National Framework 2006 - 08.

Dates	Venue	Time
28 July 2006	Warwickshire Fire and Rescue Service	11.00 am
27 October 2006	West Midlands Fire Service	

For further information about the WMRMB please visit the website on the link below:

www.wmrmb.co.uk

Urgency Committee

To consider and endorse recommendations of the West Midlands Regional Management Board, meetings are convened as appropriate.

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

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Combined Fire Authority Members

Current Shropshire and Wrekin Fire Authority members are listed below:

Name	Political Party	Constituent Authority
Lt Col Denis Allen	Conservative	Borough of Telford & Wrekin
Cllr Phil Box	Labour	Shropshire County Council
Cllr Rodney Davies	Conservative	Shropshire County Council
Cllr Dr June Drummond	Conservative	Shropshire County Council
Cllr Andrew Eade	Conservative	Borough of Telford & Wrekin
Cllr Nigel Hartin (Vice-Chair)	Liberal Democrat	Shropshire County Council
Cllr Yvonne Holyoak	Conservative *	Shropshire County Council
Cllr John Hurst-Knight	Conservative	Shropshire County Council
Cllr Alan Hussey	Independent	Borough of Telford & Wrekin
Cllr David Lloyd	Independent	Shropshire County Council
Cllr Chris Mellings	Liberal Democrat	Shropshire County Council
Cllr David Minnery	Conservative	Shropshire County Council
Cllr Dave Morgan (Chair)	Labour	Borough of Telford & Wrekin
Cllr Roy Picken	Labour	Borough of Telford & Wrekin
Cllr Liz Swift	Labour	Borough of Telford & Wrekin
Cllr Jonathan Tandy	Labour	Shropshire County Council
Cllr Stuart West	Conservative	Shropshire County Council

* Mrs Yvonne Holyoak remains an Independent Member of Shropshire County Council but has been nominated by the Conservatives to be one of their representatives on the Fire Authority.



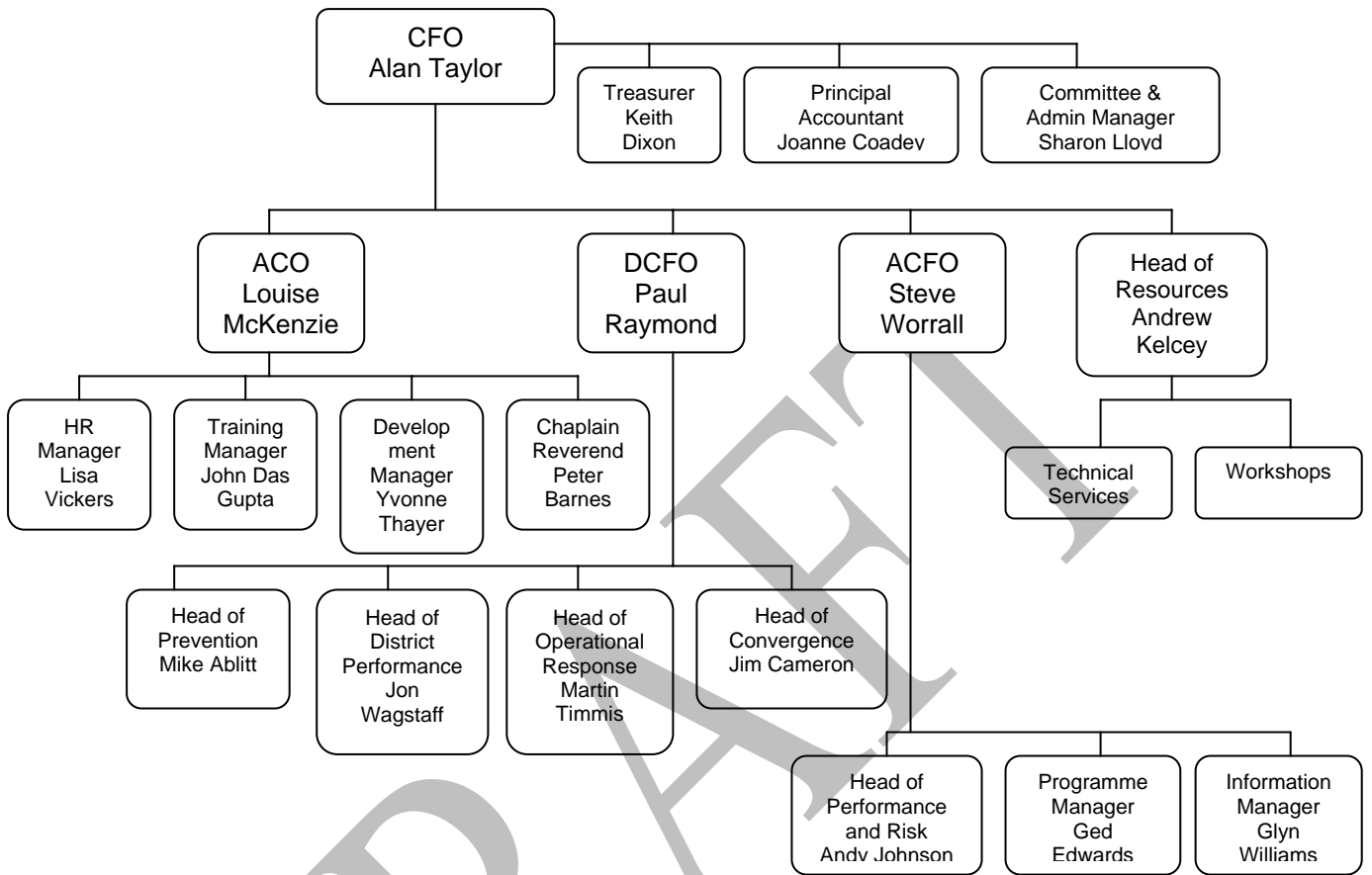
www.shropshire.gov.uk



www.telford.gov.uk

Organisation

Shropshire Fire and Rescue Service Organisational chart.



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 2005/06.

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 fire and rescue service is well prepared and equipped to respond to the many challenges it faces.

Whereas the overarching legislation – the *Fire and Rescue Services Act 2004* sets out the functions of the fire and rescue authorities, it is the *Fire and Rescue National Framework* that prescribes the expected *outputs* in terms of national targets, and *outcomes* as community benefits, that the fire and rescue services must deliver. Shropshire and Wrekin Fire Authority’s aims and objectives are aligned to the requirements of both the Act and Framework to secure a safer Shropshire.

Performance against both legislative and local community targets are measured and monitored through structured internal and external auditing processes.

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 environment in which it operates.

Strategic Aims

Corporate Objectives

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

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.

Shropshire Fire and Rescue 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 Customer Charter

Our Customer Charter sets out our service delivery approach and commitment to the community and how we resolve their complaints. The Charter is the expression of our commitment. A copy of the charter is available on the website or on request.

Quality

Quality in Shropshire and Wrekin Fire Authority is about the integrity of business and decision making processes and getting it right. It is about ensuring the needs of partners and the expectations of customers and the community are met. It is inherent in all strategic and business directions.

The major business of Shropshire Fire and Rescue Service is service delivery: to customers and the community, partners, to the Fire Authority, the government and to ourselves as internal customers. The hallmarks of this service are:

- Achieving our Programme of Shared Priorities;
- Providing partners with the levels of service agreed within the partnership protocols;
- Being responsive, through meaningful consultation to meet stakeholder expectations; and
- Providing customers with services that adhere to our Core Values.

Links to Quality Assurance

Business focused quality activities should assist in providing assurance on the achievement of service objectives. Key elements of achieving this include:

- sound corporate governance supported by comprehensive risk management;
- a planned approach to quality at the strategic and operational levels;
- shared leadership and team based working arrangements;
- compliance with applicable law and regulations;
- strong internal capability constantly reviewed and matched with need;

- best practice and benchmarking;
- adopting a learning attitude to external and internal audit;
- thorough performance reporting data leading to demonstrated results and continuous improvement; and
- application of a Balanced Scorecard approach throughout the organisation.

Our Planning Framework

The Planning Framework suggests that all planning must be part of an integrated process within Shropshire Fire and Rescue Service. Each team's plan contributes to the achievement of our vision and enhances our Service approach (see Figure 1).

The Strategic Planning Framework highlights the relationships between the core elements of planning within Shropshire Fire and Rescue Service (see Figure 2) overleaf. The Departmental Business Plans support the Fire Authority's overarching Strategic Plan.

The outcome of the planning framework has been the identification of the shared priorities.

These Shared Priorities provides a clear linkage between the desired high level outcomes of the Strategic Plan through to the operational activities outlined in Business Plans. It is through the Departmental Business Plans that the Shared Priorities are realised. Through the Business Plans, departmental teams are able to develop strategies in their functional areas in a manner that enhances Shropshire Fire and Rescue Service's overall position.

The types of planning in Shropshire Fire and Rescue Service are:

Strategic – focuses on the future direction of our whole business, this Performance Plan is an example of this.

Functional – focuses on the medium-term business objectives, priorities for action, measures and results that will assist us reach our goals, for example, the Community Fire Safety Business Plan.

Individual Performance Plans – focuses on the short term business and ensures that staff are clear as to what is expected of them. They provide a clear direction for individuals whilst at the same time focusing on people's own personal objectives which reflect those of the organisation. These plans allow the organisation to drive forward the objectives and policies identified in the Strategic and Functional plans.



Figure 1 – Our Service – One Team

Strategic Planning Framework

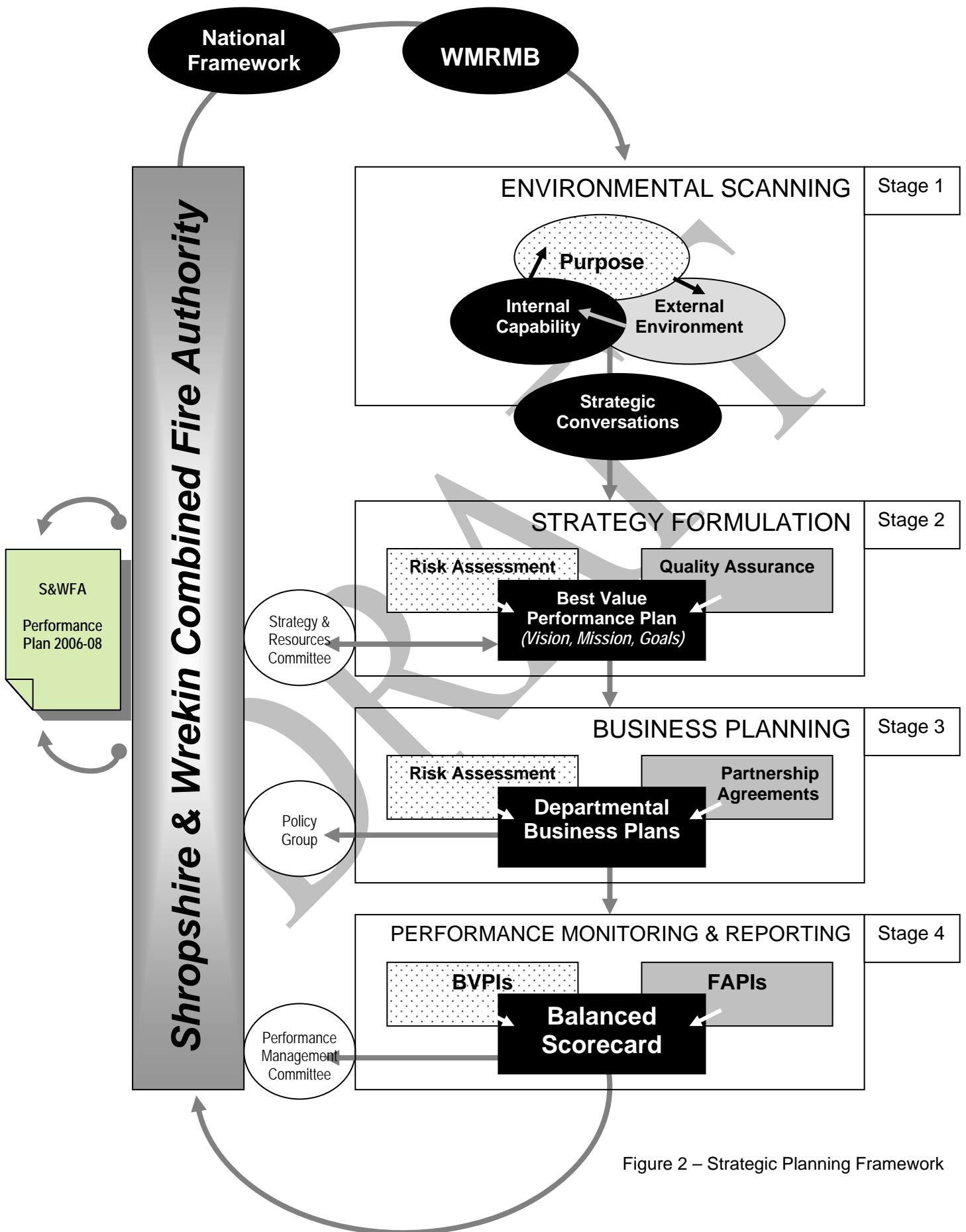


Figure 2 – Strategic Planning Framework

Risk Management Framework

Risk Management forms part of Shropshire and Wrekin Fire Authority's Quality process and is an integral part of planning and operations. The service has a comprehensive risk management protocol designed to reduce the frequency of risk events occurring and to minimise the severity of their consequences should they occur.

The organisational shared priorities address the identified areas of strategic risk.

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Our Future at a Glance

Our Shared Priorities

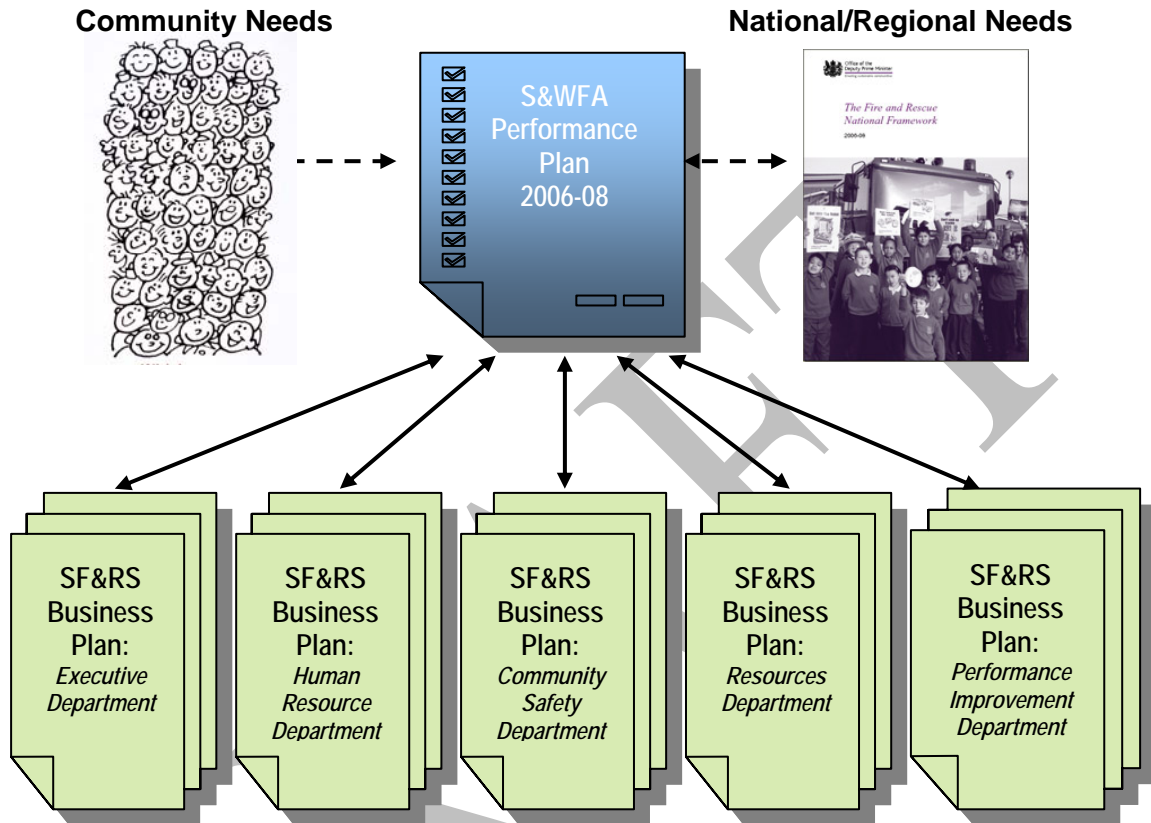
These form the Programme of high level priorities Shropshire and Wrekin Fire Authority needs to address, review, and develop to be successful. To achieve our commitment to the community, staff and members and the government the Shared Priorities we will focus on are:

Shared Priority	Primary Aims
Business Continuity Planning	To ensure that the service is able to react professionally and effectively to emergencies
Retained Review	To implement the recommendations from the Best Value Review of the Retained Service
Capacity	To manage skills and capacity to enable delivery of the Strategic Aims and Corporate Objectives
Operational Assurance	To achieve a good result for the Brigade and the region on the Service Assessment element of Comprehensive Performance Assessment
Fire Control/Fire Link	To ensure the smooth transition from local to regional control centres for both the staff and the community
RMB	To continue to deliver objectives using a regional approach in line with Government Strategies
Managing the Organisation	Work co-operatively to address service issues
MIS	To establish a fully integrated management information system that supports performance monitoring and reporting.
Strategic Planning	To continue to develop a robust and transparent strategic and financial planning process
Integrated Risk Management Planning	To continuously improve and review the service delivery arrangements in Shropshire and the Borough of Telford and Wrekin using information gathered about local issues.
Member Involvement/relationship	To continue to involve Members in all the strategic and financial processes leading to strong corporate governance
Staff	To be a proactive learning organisation that supports the continued development of staff providing them with the knowledge, skills and ability to deliver the Strategic Aims and Corporate Objectives.

Further details on how these priorities will be addressed are detailed in **Appendix B**.

Business Plans

Shropshire Fire and Rescue Service (SF&RS) has five strategic directorates each with their own corporate Business Plans that collectively form a programme portfolio to ensure a cohesive approach to the effective delivery of the Performance Plan. The Business Plans are, of course, dynamic in nature to reflect the changing environment in which SF&RS operates. This approach allows for the development of new or revised initiatives to meet unpredictable needs.

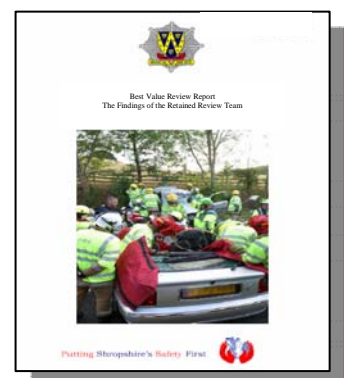


Best Value Reviews

The Local Government Act 1999 placed a duty of Best Value on local authorities to deliver services to clear standards of cost and quality by the most economic, efficient and effective means available.

Shropshire and Wrekin Fire Authority recently commissioned a Best Value Review of the Retained Service, the recommendations of the review and how they will be implemented were presented to and agreed by the Fire Authority at its December 2005 meeting.

A Best Value review on ICT Maintenance contracts will be carried out in 2006 using a generic Best Value Framework developed collaboratively through the WMRMB Performance Board.



Performance and Target Setting

In July 2005 the Audit Commission released the Comprehensive Performance Assessment (CPA) scores for all Fire and Rescue services in England. Shropshire Fire and Rescue Service achieved a Good ranking (on the range Excellent, Good, Fair Weak and Poor). In a National report published in January 2006 Shropshire and Wrekin Fire Authority were mentioned favourably several times.

CPA is an assessment at a corporate level, of how well the Fire Authority is being run. It does not give an opinion on how well the fire service responds to emergency incidents, this will be addressed within the next raft of inspections that are at the time of printing this plan is still being consulted upon¹. Proposals within the Audit Commission Performance Framework 2006/07 are detailed below:

- **Use of Resources**

Is an assessment that will provide a scored assessment across a broad range of financial issues including a judgement on whether the Fire Authority is securing value for money.

- **Direction of Travel**

Is an assessment which aims to provide a statement on Fire Authority's improvement, or deterioration, since the baseline Fire and Rescue Comprehensive Performance Assessment categorisation in 2005.

- **Service Assessment**

This assessment will be constructed from two elements:

- The operational assessment of service delivery; and
- A performance information element.

Initial work on the Performance element indicates that Shropshire and Wrekin Fire Authority is in a favourable position, the tables demonstrating this follow overleaf.

¹ At the time of printing this plan the Audit Commission and the DCLG are still consulting on the proposed methodology for further assessments, results will be available in July.

SWFA Performance against proposed Audit Commission Key Performance Indicators

Ref	Description of PI	Source	Audit Lower Threshold ²	Audit Upper Threshold	SWFA Outcome
F1	Primary fires per 10,000 population	BVPI 142 (ii)	15.2	7.5	7.7 (following deprivation adjustment)
F2	Accidental dwelling fires per 10,000 dwellings	BVPI 142 (iii)	10.0	5.2	5.9 (following deprivation adjustment)
F3	Deaths arising from accidental dwelling fires per 100,000 population	BVPI 143 (i)	0.625	0.5	0.49 (Requires verification)
F4	Injuries arising from accidental dwelling fires per 100,000 population	BVPI 143 (ii)	10.9	6.3	3.8
F5	Percentage of accidental dwelling fires contained to room of origin	BVPI 144	89.8%	91.3%	91.7%
F6	False alarms caused by automatic fire detection attended per 1,000 non-domestic properties	BVPI 149	150.9	112.2	83.6
F7	Number of deliberate primary fires (including vehicles) per 10,000 population	BVPI 206 (i) and (ii)	No change from 2004/05 to 2005/06	5% reduction from 2001/02 to 2005/06	45% reduction from 2001/02 to 2005/06
F8	Number of non-fire related incidents attended per 10,000 population	Non BVPI	30.2	23.1	22.95

For further information on these or to view the complete CPA report published in July 2005 please visit the Audit Commission or Department for Communities and Local Government (DCLG) (*previously known as the Office of the Deputy Prime Minister*) websites on the following links:

www.audit-commission.gov.uk

www.dclg.gov.uk

Appendix D records how the Fire Authority performed in 2005/06³ and shows targets for the current year, 2007/08 and 2008/09. It should be noted that there are a number of new indicators from 2005/06, the targets for these have been set to comply with the requirements of the DCLG but will be reviewed regularly on receipt of relevant data.

Comprehensive details on fire service Best Value Performance Indicators (BVPIs) can be found on the DCLG website by following the link on the previous page.

² Details on the thresholds are found in the Audit Commission Performance Framework Document available on the Audit Commission website.

³ Results subject to verification from the Department for Communities and Local Government (DCLG)

The indicators serve to highlight performance. Under the Best Value process, fire authorities are required to compare their performance with that of the best performing fire authorities and set targets for improvement. For the purpose of inter-authority comparisons, the data is also presented separately under the family groups which are groups of fire authorities with similar characteristics. Shropshire is in Family Group 1 along with Cornwall, Gloucestershire, Isle of Wight, Northumberland, Somerset and Warwickshire.

It should be noted that for the purposes of measurement against population and dwellings for the current reporting period, in line with the BVPI guidance, the following figures are applicable to the county of Shropshire (which includes the Borough of Telford and Wrekin):

	Figure	Source
Population of Shropshire	448,900	Registrar General Mid Year estimates 2004
Domestic Dwellings in Shropshire	186,757	Chartered Institute of Public Finance and Accountancy (CIPFA) 2005
Non-Domestic Dwellings in Shropshire	15,155	Chartered Institute of Public Finance and Accountancy (CIPFA) 2005

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Shropshire and Wrekin Fire Authority Budget

The Fire Authority budget for 2006/7 was agreed by Fire Authority members at its February meeting and is laid out in Appendix C.

Financial planning is incorporated into the Strategic Planning process (see timetable below) this table demonstrates the processes involved in preparing the budget.

The Strategic Planning Timetable

Month	Financial Plan	Performance Plan	IRMP
May	S&R Committee proposes MTFP	Develop improvement priorities, capacity building needs and proposals S&R agree performance targets	Draft Action Plan
June	CFA agrees MTFP	CFA agree final version prior to formal release on 30 June	Develop draft Action Plan
July			CFA agree plan
August September October	Develop plans for developments, efficiencies, capital etc.		Consultation
November		Consider the implications of the National Framework	
December	CFA agrees budget for consultation in light of RSG, Council Tax Base etc.	Strategic Planning Workshops	CFA endorses Action Plan
January	Consultation		Action Plan
February	CFA agrees precept, considers impact on MTFP		Published and implemented
March	Formal reports produced	Develop Business Plans	
April			

IRMP – Integrated Risk Management Plan
 S&R – Strategy and Resources Committee
 CFA – Combined Fire Authority
 RSG – Revenue Support Grant
 MTFP – Medium Term Financial Plan

Appendix A

Shropshire and Wrekin Fire

Authority

Core Values

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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

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

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

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.

Appendix B

Shropshire and Wrekin Fire

Authority

Direction of Travel

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Shropshire Fire and Rescue Service's Strategic Aims and Corporate Objectives

To fulfil the role for which it was established, SF&RS's Performance Plan 2006-08 sets out the following Strategic Aims and Corporate Objectives. The direction of travel statements show how each team contributes to the achievement of these Aims and Objectives.

Strategic Aim	Corporate Objective	Direction of Travel			BVPI
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence	
1. Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community.	1. Reduce the incidence of deaths and injuries in the community	Community Safety activities in high risk areas	Expansion of Community Safety activities into all areas	Achievement of PSA targets	143 (i), (ii) 208
	2. Contribute to the reduction of RTC	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	BVPI to be introduced
	3. Reduce the incidence of fires and false alarms	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	142 (i), (ii), (iii), 146 (i), (ii), 149 (i), (ii), (iii), 206 (i), (ii), (iii), (iv) 209 (i), (ii), (iii)
	4. Ensure the effective enforcement of fire safety legislation	Effective operation of Fire Precautions act and Workplace Regulations	Introduction of new fire safety regulations	All wholetime and retained stations carrying our business fire safety inspections	14 (Not obligatory to report on – under review from DCLG)
2. Protect life, property and the environment from fire and other	5. Ensure the provision of an appropriate risk based approach to fires	Implemented IRMP procedures in Shropshire	Mobilising procedures realigned to identified needs in Shropshire	An embedded process that regularly reviews and realigns the provision of resources against need within Shropshire	144 145

Strategic Aim	Corporate Objective	Direction of Travel			BVPI
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence	
emergencies	6. Ensure the provision of an appropriate response to non-fire emergencies	Response to non fire emergencies based on standards of fire cover	All staff competent and equipped to deal with new threats	Rapid reaction to emerging risks	
	7. Minimise the effect of our intervention actions on the environment	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	
3. Secure the highest level of safety and welfare for all staff and Authority Members by providing effective leadership, training, equipment and systems of work	8. Maintain and improve the health, safety and welfare of all members and employees	Health and Safety procedures in place but further development needed	All staff actively manage risks in their environment	Aspire to achieve and champion ISO 180001	12 (i), (ii), 15 (i), (ii)
	9. Ensure that all members and employees are competent and able to perform their role	Training and developing identified needs for people are fulfilled for current and future roles ITP accredited organisation	Integrating the development review process for employees and members Implementing IPDS across organisation	ISO 9000 accreditation for development activities IPDS fully integrated	
	10. Ensure the provision and availability of appropriate equipment, resources and supplier support.	A number of asset management plans are in place and used to guide investment decisions in support of IRMP	Deliver the equipment needs using national and regional procurement initiatives ISO9000 accredited organisation	An embedded process that proactively reviews and realigns provision of resources to a dynamic environment	157

Strategic Aim	Corporate Objective	Direction of Travel			BVPI
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence	
4. Provide a service that demonstrates quality and best value in service provision	11. Promote a partnership approach in pursuance of continuous improvement, having regard to a combination of economy, efficiency and effectiveness	Partnership established but no robust methodology for evaluation	Develop and implement a partnership strategy that adds value, encourages innovation and improves quality of service	Partnership strategy embedded within the organisation	8, 150
	12. Ensure the provision of a service that meets the needs of the community	Implemented IRMP procedures	Implementation of new cost effective risk based standards	Maximise funding opportunities and efficiencies in order to offset the effect of service provision on local council tax payers	3, 5a, 5b
	13. Ensure the effective management of performance and corporate risk	Corporate Risk Policy created. Performance monitoring against external targets	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 measures	Fully implemented, tested and reviewed disaster recovery and business continuity plans. Performance is monitored to ensure that investment achieves the anticipated benefits	
	14. Reduce the environmental impact of our daily conduct	A first position statement and improvement plan written	Develop and achieve targets set in improvement plan	The position is recognised and registered under ISO14001:2004	
5. Provide a service committed to the highest levels of equality and fairness	15. Provide a fair and equitable service to the communities of Shropshire and other stakeholders	Service provision based on national standards	Integrated Risk Management Planning allows for the development of an equitable fire and service to all communities dependent on risk	To provide an equitable service that proactively reviews and realigns the provision of resources to a diverse and changing community	3, 17a, b

Strategic Aim	Corporate Objective	Direction of Travel			BVPI
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence	
	16. Provide a fair, equitable and dignified place of work for all employees and visitors	Training our managers in core management skills building effective positive relationships with Representative Bodies and Cultural change	Improving internal communications, developing management competence, experience and accountability, embedding our core values	Having a working environment that champions mutual respect and dignity	2a, b 11 (i), (ii), (iii)
	17. Seek to employ a workforce representative of the community that we serve.	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	2a, b, 17a, b 16, 210

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Appendix C
Shropshire and Wrekin
Fire Authority Budget

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Allocation of Revenue Budget to Service Areas

	Staff Budgets	Other Budgets	2006/07 Total Budget	Capital
Executive	563,486	1,850,139	2,413,625	
Executive	282,720	59,390	342,110	
Corporate Support	148,752	356,957	505,709	
Finance	132,014	1,433,792	1,565,806	
Community Safety	10,664,125	35,460	10,699,585	
Operational Response	272,202	0	272,202	
Fire Prevention	993,758	33,860	1,027,618	
District Performance	8,756,314	1,600	8,757,914	
Fire Control Convergence	641,851		641,851	
Strategy & Performance	684,541	666,487	1,351,028	
Management of Risk Programme Office and RMB	294,449	20,700	315,149	
ICT	229,261	29,800	259,061	65,000
	160,831	615,987	776,818	120,000
Human Resources and Development	903,471	867,246	1,770,717	
Human Resources	249,799	417,712	667,511	
Training & Development	653,672	449,534	1,103,206	50,000
Resources	377,912	1,683,407	2,061,319	
Technical Services	235,810	1,606,097	1,841,907	1,380,000
Workshops	142,102	77,310	219,412	
			29	
Grand Total	13,193,535	5,102,739	18,296,274	1,615,000
Revenue Budget 2006/07			18,296,274	
Capital Programme 2006/07				1,615,000

Appendix D

Shropshire and Wrekin³⁰

Fire Authority

Performance and

Targets

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

Performance Indicator		2004/05 Verified Figures 2004/05 DCLG League Tables*	Comments Shows Shropshire's 2004/05 DCLG League Table position in relation to other brigades, also the Best Performance Figure	2005/06 Out Turn Performance Unverified Figure			2006/07 Target	2007/08 Target	2008/09 Target
				Target	Estimated	Performance against Target			
BVPI 142	Number of primary fires and accidental dwelling fires								
	(ii) No of calls to fire attended: primary fires per 10,000 population	26.4	Shropshire position 24/46 Best Performing Brigade 19.0	26.4	25.4	✓	26	25.2	24.6
	(iii) No of calls to fire attended: accidental fires in dwellings per 10,000 dwellings	14.5	Shropshire position 16/46 Best Performance Figure 9.8	13	14.0	✗	12.8	12.6	12.4
BVPI 143	Number of fire deaths and Injuries								
	(i) No of deaths arising from accidental fires in dwellings per 100,000 population	0.45	Shropshire position 22/46 Best Performance Figure 0	0	0.89	✗	0	0	0
	(ii) No of injuries (exc precautionary checks) arising from accidental fires in dwellings per 100,000 population	3.6	Shropshire position 2/46 Best Performance Figure 2.0	3.30	4.01	✗	3	2.8	2.55
BVPI 144	Accidental dwelling fires confined to room of origin The % of accidental fires in dwellings confined to room to origin	91.5%	Shropshire position 18/46 Best Performance Figure 96.0	90.0%	90.0%	✓	91%	92%	93%

Performance Indicator		2004/05 Verified Figures 2004/05 DCLG League Tables	Comments Shows Shropshire's 2004/05 DCLG League Table position in relation to other brigades, also the Best Performance Figure	2005/06 Out Turn Performance Unverified Figure			2006/07 Target	2007/08 Target	2008/09 Target
				Target	Estimated	Performance against Target			
BVPI 146	Calls to Malicious False Alarms								
	(i) Not attended	New indicator from 2005/06		Target Definition Changed	0.34	n/a	0.67	0.68	0.70
	(ii) Attended	0.4	Shropshire position 17/46 Best Performance Figure 0.2	Target Definition Changed	0.4	n/a	0.33	0.32	0.30
BVPI 149	False Alarms caused by Automatic Fire Detection								
	(i) False alarms caused by automatic fire detection per 1,000 non-domestic properties	83.1	Shropshire position 7/46 Best Performance Figure 42.7	82.0	76.94	✓	77	76	75
	(ii) No of those properties as recorded in 149(i) with more than one attendance	New indicator from 2005/06			12.1*		12.0*	11.9*	11.8*
	(iii) % of false alarm calls caused by automatic fire detection which are to a non-domestic property with more than one attendance.	New indicator from 2005/06			36.8%	n/a	36%	35%	34%
					184		182	180	178

* Illustrates the PI for the Indicator and actual figures are:

Performance Indicator		2004/05 Verified Figures 2004/05 DCLG League Tables	Comments Shows Shropshire's 2004/05 DCLG League Table position in relation to other brigades, also the Best Performance Figure	2005/06 Out Turn Performance Unverified Figure			2006/07 Target	2007/08 Target	2008/09 Target
				Target	Estimated	Performance against Target			
BVPI 206	Deliberate Fires								
Old Definition	No of deliberate fires per 10,000 population	12.1	Shropshire position 23/46 Best Performance Figure 5.7	Reporting for this indicator has now changed, see below					
New Definition	(i) Primary (excluding Vehicles)		New indicator from 2005/06	5.66	n/a	5.6	5.51	5.42	
	(ii) Primary (in vehicles)		New indicator from 2005/06	4.88	n/a	4.84	4.76	4.68	
	(iii) Secondary (excluding vehicles)		New indicator from 2005/06	3.7	n/a	3.60	3.54	3.48	
	(iv) Secondary (in vehicles)		New indicator from 2005/06	0.11	n/a	0.1	0.1	0.1	
BVPI 207	Fires in non-domestic properties		New indicator from 2005/06	18.61	n/a	18	17	16	
BVPI 208	Escaping unharmed from Accidental Dwelling Fires without assistance		New indicator from 2005/06	96.7%	n/a	95.97%	96.42%	96.9%	
BVPI 209	Smoke Alarms								
	(i) Activated		New indicator from 2005/06	35.8%	n/a	48%	60%	72.5%	
	(ii) Not activated		New indicator from 2005/06	15.9%	n/a	14%	12%	10%	
	(iii) None Fitted		New indicator from 2005/06	48.3%	n/a	38%	28%	17.5%	

Strategic Aim 2 — Protect life, property and the environment from fire and other emergencies

Performance Indicator		2004/05 Verified Figures 2004/05 DCLG League Tables	Comments Shows Shropshire's 2004/05 DCLG League Table position in relation to other brigades, also the Best Performance Figure	2005/06 Out Turn Performance Unverified Figure			2006/07 Target	2007/08 Target	2008/09 Target
				Target	Estimated	Performance against Target			
BVPI 145*	% of calls to fire at which the national standards for attendance were met								
	(i) The % of incidents at which the number of appliances met the standards of fire cover	100%		*	100%	n/a			
	(ii) The % of incidents at which the number of riders met the standards of fire cover	92.6%		*	93.1%	n/a		**	
	(iii) The % of incidents at which the attendance times met the standards of fire cover	94.1%		*	93.7%	n/a			

* There is no longer a requirement to report these figures nationally; therefore no targets were set for 2005/06. The DCLG was previously known as the Office of the Deputy Prime Minister.

**New local emergency response standards have now been developed and are detailed below. The old BVPI is still monitored to ensure the new standards are not detrimental to the old.

Emergency Response Standards Performance

The Governments 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 Shropshire and Wrekin 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 (RTC's). Using the FSEC modelling tool and evaluation of the previous 5 years incidence of house fires and RTC's (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 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:

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
Target 2006/7	75%	95%	77%	77%	85%
April 2006 Results	Provisional 100%	Provisional 100%	Actual 100%	Actual 40%	Actual 60%

To view the IRMP document please follow the link below to the Shropshire Fire and Rescue Service website:

<http://www.shropshirefire.gov.uk/Docs/IRMP/2006-07/2006-04-01-IRMP%202006-07%20v1.pdf>

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

Performance Indicator		2004/05 Verified Figures 2004/05 DCLG League Tables	Comments Shows Shropshire's 2004/05 DCLG League Table position in relation to other brigades, also the Best Performance Figure	2005/06 Out Turn Performance Unverified Figure			2006/07 Target	2007/08 Target	2008/09 Target
				Target	Estimated	Performance against Target			
BVPI 12	Sickness Absence								
	(i) The proportion of working days/shifts lost to sickness absence by wholetime uniformed staff	12.2	Shropshire position 38/46 Best Performance Figure 5.1	8.6	8.49	✓	8.5	8.4	8.3
	(ii) The proportion of working days/shifts lost to sickness absence by all staff	10.9	Shropshire position (excludes County Brigades) 20/31 Best Performance Figure 7.2	8.6	8.93	✗	8.5	8.4	8.3
BVPI 15	Ill Health retirements								
	(i) Wholetime fire-fighter ill-health retirements as a % of the total workforce	2.4%	Shropshire position 43/46 Best Performance Figure 0	1.0%	0%	✓	1.0%	1.0%	1.0%
	(ii) Control and non-uniformed ill-health retirements as a % of the total workforce	0%	Shropshire was joint best performing brigade in this indicator	0	0%	✓	0%	0%	0%

Strategic Aim 4 — Provide a service that demonstrates quality and best value in service provision

Performance Indicator		2004/05 Verified Figures 2004/05 DCLG League Tables	Comments Shows Shropshire's 2004/05 DCLG League Table position in relation to other brigades, also the Best Performance Figure	2005/06 Out Turn Performance Unverified Figure			2006/07 Target	2007/08 Target	2008/09 Target
				Target	Estimated	Performance against Target			
BVPI 8	Undisputed Invoices The % of undisputed invoices which were paid in 30 days	97.4%	Shropshire position (excludes County Brigades) 8/31 Best Performance Figure 99.5%	99%	97.1%	X	99%	99%	99%
BVPI 150	Expenditure per head of population Expenditure per head of population on the provision of fire and rescue services	£34.6	Shropshire position 19/46 Best Performance Figure £21.9	£40.15	£39.9	✓	£40.76	£42.24	£44.50
BVPI 157	E-delivery The no. of types of interactions that are enabled for e-delivery as a % of the types of interactions that are legally permissible for e-delivery	55.7%	Shropshire position 31/46 Best Performance Figure 100%	100%	98%	X	There is no longer a requirement to collect this information.		

Strategic Aim 5 — Provide a service committed to the highest levels of equality and fairness

Performance Indicator		2004/05 Verified Figures 2004/05 DCLG League Tables	Comments Shows Shropshire's 2004/05 DCLG League Table position in relation to other brigades, also the Best Performance Figure	2005/06 Out Turn Performance Unverified Figure			2006/07 Target	2007/08 Target	2008/09 Target
				Target	Estimated	Performance against Target			
BVPI 2a	Equality Standard for Local Government The level of the Equality Standard for Local Government to which the Authority conforms	Level 2	Shropshire position 6/46 Best Performance Figure Level 3	Level 3	Level 2	X	Level 2	Level 3	Level 3
BVPI 2b	The duty to promote race equality The quality of an Authority's Race Equality Scheme and the improvements resulting from its application	89%	Shropshire position 7/46 Best Performance Figure 100%	89%	89%	✓	89%	89%	89%
BVPI 11	Top 5% of earners								
	(i) The % of top 5% of earners that are women	4.5%	Shropshire position 21/46 Best Performance Figure 17.1%	4.7%	5.56%	✓	5.5%	11.1%	11.1%
	(ii) The % of top 5% of earners from black & ethnic communities	0%	Shropshire position 17/46 Best Performance Figure 8.2%	4.7%	5.56%	✓	5.5%	5.5%	5.5%
	(iii) The % of top 5% of staff who have a disability		New Indicator from 2005/06		0.0%	n/a	5.5%	5.5%	5.5%

Performance Indicator		2004/05 Verified Figures 2004/05 DCLG League Tables	Comments Shows Shropshire's 2004/05 DCLG League Table position in relation to other brigades, also the Best Performance Figure	2005/06 Out Turn Performance Unverified Figure		2006/07 Target	2007/08 Target	2008/09 Target	
BVPI 16a	% of Employees with a Disability								
	(i) Wholetime & Retained duty system employees with a disability		New Indicator from 2005/06		0%		0.5%	0.5%	0.5%
	(ii) Control & non uniformed employees with a disability		New Indicator from 2005/06		0%		0.75%	0.75%	0.75%
BVPI 16b	% of Economically active people who have a disability				14.39%				
BVPI 17a	% of minority ethnic community uniformed staff; comparative with the % of minority ethnic community population of working age in Brigade area	1.3%	Shropshire position 15/46 Best Performance Figure 8.6%	4%	0.8%	x	1.15%	1.35%	1.55%
BVPI 17b	Ethnic minority representation in the workforce – local population				2.85%				
BVPI 210	% of Women Fire-fighters		New Indicator from 2005/06		2.27%	n/a	2.8%	3.8%	4.8%

Shropshire and Wrekin Fire Authority Performance Plan – 2005/06

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 brigade 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 Brigade has performed and what targets have been set?

Strongly Agree Agree Disagree Strongly Disagree Do not Know


Has this 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:	Name: Address (including postcode): Telephone No:
	Please return this form to: The Programme Office Shropshire Fire and Rescue Service FREEPOST SY1046 Brigade HQ Reception St Michael's Street Shrewsbury SY1 2BR

Shropshire Fire and Rescue Service website can be visited on the address: www.shropshirefire.gov.uk
 The site contains information about the service and is constantly updated with news and information, career opportunities and forthcoming events.


Shropshire Fire and Rescue Service

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Putting Shropshire's Safety First


Shropshire & Wrekin Fire Authority

CPA Report & Scorecard

Freedom of Information

IRMP Response Standards

National Framework 2006/08



S&WFA Performance Plan

>> LATEST NEWS

2 May 2006	Charity Auction Night raises over £2,000
2 May 2006	Red Hot in the Fire Quiz
27 April 2006	Shropshire's Fire Death Increase: <small>Video Clip from BBC Shropshire TV</small>
27 April 2006	BBC Shropshire TV visit Retained Firefighters at Clun: <small>Video Clips from BBC Shropshire TV</small>
20 April 2006	Boy Rescued from Disused Well

>> LATEST ADDITIONS

3 May 2006	CFA Meeting 10 May: Agenda and documents
27 April 2006	Retained Recruitment: Video clips of Clun's Retained Firefighters from BBC Shropshire TV
27 April 2006	Safer Communities Strategy
27 April 2006	Religious & Cultural Events in May
24 April 2006	Service Objectives - February 2006

>> FORTHCOMING EVENTS

5-15 May 2006	Charity Bike Ride 2006
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We can provide information, on request, in other formats including large print, audio and in community languages other than English. Please be aware that it may take a short time to produce a copy to your exact requirements.
 Please contact Natalie Hill, Equality & Diversity Officer on 01743 260236 or email natalie.hill@shropshirefire.gov.uk with your request.

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