



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

REPORT REFERENCE NO.	DSFRA/11/12
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY (Ordinary Meeting)
DATE OF MEETING	27 MAY 2011
SUBJECT OF REPORT	CORPORATE MEASURES AND TARGETS
LEAD OFFICER	CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the Authority considers, with a view to approving, the corporate measures and targets as set out in the report.</i>
EXECUTIVE SUMMARY	<p>This report presents the results of the DSFRS (Draft) Strategy 'Towards 2014' consultation which took place between 17/01/2011 and 10/04/2011. The result of the consultation proposes changes that seek to provide a more concise structure to the strategy.</p> <p>Accompanying the Strategic Principles are proposed corporate measures and targets. These proposed measures and targets are developed free from a Government framework and intend to be simpler and more meaningful to the public.</p>
RESOURCE IMPLICATIONS	As indicated in the report.
EQUALITY IMPACT ASSESSMENT	
APPENDICES	A. Example of a revised structure of the strategy 'Towards 2014'
LIST OF BACKGROUND PAPERS	Detailed consultation report (enclosed separately with this agenda and page numbered separately)

1. INTRODUCTION

- 1.1 On 17 January 2011 consultation commenced on the Draft Strategy 'Towards 2014'. The strategy was open for consultation during the same twelve week period as the Draft Corporate Plan 2011/12 to 2013/14 and the eight key proposals. The consultation closed on 10 April 2011.
- 1.2 The development of the Draft Strategy 'Towards 2014' and the abolishment by the Coalition Government of the National Indicator Set provides opportunity to review the corporate measures and targets. The intention of the Coalition Government is to reduce the administrative burden on local authorities and part of this is to provide more autonomy for authorities to set their own performance standards.
- 1.3 This report presents a high level summary of the strategy consultation together with the proposed measures and targets for consideration by the Authority.
- 1.4 A full detailed report on the consultation results is contained within the document also detailing the outcome of the consultation on the draft Corporate Plan 2011/12 to 2013/14 and Eight Key proposals, as referred to in an earlier report and enclosed separately with the agenda for this meeting.

2. SUMMARY OF CONSULTATION METHODOLOGY

- 2.1 The consultation on the Draft Strategy 'Towards 2014' followed the approach agreed on 13 January 2011 by the Community Safety and Corporate Planning Committee for the Draft Corporate Plan 2011/12 to 2013/14 and the eight key proposals.
- 2.2 Key stakeholders were written to directly, and the consultation was also promoted in local newspapers, outgoing emails and social media (Facebook and Twitter) to increase public awareness.
- 2.3 The draft strategy was available electronically on the website together with the Draft Corporate Plan 2011/12 to 2013/14 and the consultation leaflet. Stakeholders were invited to comment on the strategy through one of the following opportunities:
- the Service website
 - telephone
 - email
 - fax
 - by writing to the Consultation Officer at Service Headquarters.

3. SUMMARY OF DRAFT STRATEGY RESULTS AND RECOMMENDATIONS

- 3.1 In contrast to the survey responses to the eight key proposals, there were few comments received on the Draft Strategy 'Towards 2014'. Of those received three were from external respondents, one from a representative body and an internal submission from senior managers.
- 3.2 The responses were supportive of the strategic intent described within the strategy. Specific proposals to make the strategy more concise were received from senior managers. These recommendations have been incorporated within the recommendations below.

3.3

The recommended changes are presented in the diagram and tables below.

Recommendation 1

To adopt three Strategic Principles as per the diagram below.

Diagram 1: Proposed strategic principles



Rather than have a specific principle that focused on partnerships, we plan to ensure this work is reflected in all that we do.

Recommendation 2.

To adopt the following proposed changes to the Commitments aligned to the Strategic Principles.

To reduce the number of commitments in Strategic Principle 1 (Work with people, communities, businesses and partners to make Devon and Somerset a safer place to live, work and visit) from three to two as presented below in Table 1.

To simplify the wording of one commitment and add a Commitment relating to partnership working to Strategic Principle 2 (Respond to local regional and national emergencies with the appropriate skills and resources) as presented below in Table 2.

To clarify the wording of one commitment and add a Commitment relating to partnership working to Strategic Principle 3 (Work hard to be an excellent organisation) as presented below in Table 3.

Table 1: Proposed commitments to Strategic Principle 1

Strategic Principle 1
Work with people, communities, businesses and partners to make Devon and Somerset a safer place to live, work and visit
Proposed Commitments
Fewer deaths, injuries and incidents caused by fires **
Fewer deaths, injuries and incidents caused by non fire emergencies
Fewer deaths, casualties and incidents caused by domestic fires
Fewer deaths, casualties and incidents in non-domestic properties

Table 2: Proposed commitments to Strategic Principle 2

Strategic Principle 2

Respond to local regional and national emergencies with the appropriate skills and resources

Proposed Commitments

We will fulfil our obligations under the Fire Services Act 2004 to make provision for dealing with emergencies ~~specified as core functions within the act.~~

Our emergency response teams will be deployed with the appropriate skills and resources

To work with partner agencies to respond to local, regional and national emergencies with the appropriate skills and resources **

The number, composition and distribution of our emergency response teams will be based on the risks to the communities they serve

We will respond to other incidents taking into account the risks, costs and benefits to the community

Table 3: Proposed commitments to Strategic Principle 3

Strategic Principle 3

Work hard to be an excellent organisation

Proposed Commitments

Create an environment within which people respond positively to constant change *

Be transparent and accountable to our stakeholders

Optimise our use of resources

Minimise our environmental impact

Partnerships will be managed to ensure that they deliver improved outcomes to the community and value for money **

Make DSFRS one of the best organisations in the UK in which to work

Review and continually improve the way we work

Key:

* = amended wording

** = new commitment

abc = deleted wording

- 3.4 If the above recommendations are approved the structure of the Strategy 'Towards 2014' will be amended. An example of how the structure of the strategy may be amended is provided in Appendix A.

4. **CORPORATE MEASURES AND TARGETS**

4.1 The Service has in place many performance measures to inform the day to day management activities of the organisation. These measures are regularly reviewed by the Service Management Board and Service Improvement Group. These are quite detailed and whilst we intend to continue to provide this information, we also intend to present our progress in a simpler way to give a clearer sense of direction of our progress.

4.2 The development of the new top level corporate measures has involved the contributions of senior and middle managers between February and April 2011. The view of these managers was to simplify the existing corporate measures as in many cases they would mean little either to our own staff or to stakeholders. The new measures were constructed with the focus of making them more meaningful to the public.

Recommendation

The corporate measures and targets to support the Strategy 'Towards 2014' presented in Tables 4, 5 and 6 below are adopted.

(Note: We will continue to record and publish detailed performance reports which will be submitted to the Authority).

Table 4: Proposed corporate measures and targets for Strategic Principle 1

Strategic Principle 1: Work with people, communities, businesses and partners to make Devon and Somerset a safer place to live, work and visit	
Measure	Target
1: Deaths which occur as a result of fire in the places where people live	<i>To achieve a downward trend in fire deaths in places where people live</i>
2: Injuries which occur as a result of fire in the places where people live	<i>To maintain a downward trend in fire injuries in places where people live</i>
3: Incidents which occur as a result of fire in the places where people live	<i>To reduce incidents as a result of fire in places where people live</i>
4: Deaths which occur as a result of fire in the places where people work and visit	<i>To maintain a downward trend in fire deaths in places where people work and visit</i>
5: Injuries which occur as a result of fire in the places where people work and visit	<i>To maintain a downward trend in fire injuries in places where people work and visit</i>
6: Incidents which occur as a result of fire in the places where people work and visit	<i>To reduce incidents as a result of fire in places where people work and visit</i>

Table 5: Proposed corporate measures and targets for Strategic Principle 2

Strategic Principle 2: Respond to local regional and national emergencies with the appropriate skills and resources	
Measure	Target
7: Occasions where our response standards are met – 1 st attendance in 10 minutes for dwelling fires	<i>To achieve an upward trend in performance for 1st attendance in 10 minutes at dwelling fires</i>
8: Occasions where our response standards are met – 1 st attendance in 15 minutes for RTCs	<i>To achieve an upward trend in performance for 1st attendance in 15 minutes at RTCs</i>
9: A publicly available and current Local Community Plan for each station	<i>100% of all LCPs to be publicly available by 1st April of each year</i>

Table 6: Proposed corporate measures and targets for Strategic Principle 3

Strategic Principle 3: Work hard to be an excellent organisation	
Measure	Target
10: EFQM assessment score	<i>To progress towards the EFQM 'excellence' benchmark score by 31 March 2014</i>
11: Staff survey results	<i>To continue improvement in staff survey results</i>

4.3 When the DSFRS targets were set for 2010/11 a new approach was adopted of establishing our targets set against national performance e.g.

- 2010/11 = top 25%
- 2011/12 = top 25%
- 2012/13 = top 15%
- 2013/14 = top 10%

We are committed to achieving excellence and increased visibility of our progress. The approach presented for approval aims to provide a clearer picture as to where we are on this journey of continuous improvement.

LEE HOWELL
Chief Fire Officer

APPENDIX A TO REPORT DSFRA/11/12

Example structure of the Strategy showing the Strategic Principles, Commitments and an explanation of what we will do. (Note: not presented in published format)

Strategic Principle 1: Work with people, communities, businesses and partners to make Devon & Somerset a safer place to live, work and visit

Our Commitment	We will:
Fewer deaths, casualties and incidents caused by fires	Engage with people and local communities to make living in their homes safer, particularly with those that we have identified from community input and through research as being the most vulnerable. We will be actively targeting, tailoring and promoting our Prevention products and services, which we will also make available through a range of easily accessible channels.
	Target the delivery of our fire prevention services to those most at risk of domestic fires. Some of our prevention services may be provided through alternative arrangements, for example through Community Advocates (a mixture of DSFRS employees and others from outside the Service), volunteers, partnership referrals and, where appropriate, other agencies commissioned and paid for by us.
	Take a risk-based approach to working closely with businesses and owners of non-domestic property for them to achieve high levels of compliance with the relevant fire safety legislation. The impact on businesses of compliance inspections is minimised by us working jointly with other regulatory bodies.
	Engage with businesses and owners of non-domestic property to help them reduce the risk of fire or other incidents by actively targeting and promoting fire safety and other information, which will also be available through a range of easily accessible channels.
	Go beyond the provision of a response to building regulation consultations by influencing businesses, developers, construction companies and planning authorities to consider the wider benefits of enhanced fire safety measures, such as sprinkler systems, when they apply for and determine planning applications.
Fewer deaths, casualties and incidents caused by non-fire emergencies	Work as a key partner in our local road safety initiatives to engage with and educate the main target groups that suffer or cause Road Traffic Collisions, including rolling out educational programmes in schools and colleges. We will develop and use innovative approaches to target and engage with high-risk and vulnerable groups that are otherwise hard to reach.
	Work with Local Authority Children's Services and the Police to reduce anti-social behaviour and its consequences by using appropriate interventions and community-based schemes with targeted individuals in order to do as much as we can to prevent them from entering into the Criminal Justice System unnecessarily.
	Seek new opportunities for exploiting our knowledge and experience for developing innovative new approaches to benefit communities and businesses within other aspects of the community safety agenda, such as health, fairness, citizenship and quality of life.

Strategic Principle 2: Respond to local, regional & national emergencies with the appropriate skills and resources

Our Commitment	We will:
We will fulfil our obligations under the Fire Services Act 2004 to make provision for dealing with emergencies	Continue to extinguish fires and protect life and property in the event of fire; and rescue and protect people from serious harm in the event of road traffic collisions.
	Respond to other emergencies such as chemical, biological, radioactive and nuclear incidents, major transport incidents, incidents likely to cause harm to the environment and respond to other emergencies as directed by the Secretary of State.
Our emergency response teams will be deployed with the appropriate skills and resources	Develop and deliver training to reflect the safety critical risks associated with each role so that every member of our emergency response teams is able to contribute safely and effectively when responding to the wide range of challenges he or she faces.
	Make staff availability sufficiently flexible and send out the most appropriate appliances and equipment to reflect the levels of risk and activity in the community.
	Maintain and update the skills and assets that enable us to make a significant contribution to the regional and national resilience capability necessary for protecting communities from civil contingencies and incidents impacting on national security.
The number, composition and distribution of our emergency response teams will be based on the risks to the communities they serve	Actively involve people from all sections of our in communities across Devon & Somerset to take into account risk and equality and diversity issues in the planning of our emergency response services.
	Change the distribution and composition of our emergency response teams and resources from the old national post-war standards to new standards that match the variation of risk in the local communities of Devon & Somerset.
We will respond to other incidents taking into account the risks, costs and benefits to the community	Educate people in Devon & Somerset to help them understand that our response to those emergency calls for which there is no statutory obligation on us to do so, will be proportionate to the risk to them and the costs and benefits to the community. We will stop sending a standard response to these types of incident where it is no longer sustainable to do so and our response may involve asking other agencies or non-governmental organisations (NGOs) to respond instead.
	Rescue people from flooding incidents.
	Be commissioned, and paid where appropriate, to deliver other services to the community. We may charge a fee to recover the costs associated with responding to an incident for which we have no legal obligation to attend.
We will work with partner agencies to respond to local, regional and national emergencies	Identify and develop strategic and operational partnerships based on organisational need and complementary strengths and capabilities.
	Share operational resources and processes by working in closer collaboration with our neighbouring Fire & Rescue Services (FRS) and key partners in the South West, as well as FRS and other organisations elsewhere.

Strategic Principle 3: *Work hard to be an excellent organisation*

Our Commitment	We will:
To create the environment within which people respond positively to constant change	Gather and evaluate business intelligence from external sources, such as research, economic and societal trends, changes to political and legislative requirements, stakeholder needs and expectations in order to better understand and anticipate opportunities and threats to the organisation and respond swiftly and appropriately.
	Operate a simpler organisational structure that is arranged around processes and services to provide us with the organisational flexibility to deploy staff and resources rapidly to meet identified risks and challenges.
	Put in place a medium-term financial strategy that is sufficiently flexible to compensate for changes in the way we are funded and the amount of funding we receive. We will look to exploit the intellectual capital within the organisation and our ability to generate income by seeking new customers in the form of other FRS and other agencies, introducing new processes and marketing new commercial services.
To be transparent and accountable to our stakeholders	Continue to uphold our democratic accountability through the Devon & Somerset Fire & Rescue Authority. We will work together with Authority Members to deliver agreed levels of service that provide value for money to the people of Devon & Somerset and report openly on spending, contracts and tenders over £500 in value.
	Provide a range of opportunities to stakeholders from all sections of our communities to participate in decision-making and encouraging them to be involved in those decisions that affect their interest.
	Set and communicate a clear direction and strategic focus that unites our people to share and fulfil the organisation's core purpose and achieve its objectives.
	Deliver high levels of stakeholder confidence by ensuring risks are identified and appropriately managed by implementing a governance framework that is biased towards processes and responsibilities for service delivery. Each of our business processes will have an accountable Process Owner and will be managed by a dedicated Process Manager.
To optimise our use of resources	Be more business-like in our approach to planning, performance management and improvement, taking a risk-based approach to the targeting of our services by exploiting all of the intelligence available to us to ensure that we use our resources in the most effective and efficient manner.
	Evaluate and implement alternative options for our Capital Investment Programme.
	Encourage community use of those stations where we have invested in the facilities that enable communities to benefit from our fixed assets.
	Develop sustainable supplier relationships, managed through open, honest and fair procurement and contract management.
	Understand and manage our end-to-end processes better, including those that extend beyond our organisational boundary into partner organisations, to achieve the desired outcomes and expected levels of performance.
	Streamline our 'back office' processes to eliminate unnecessary bureaucracy and to give us the potential for offering a commercial service as a means of generating an alternative income stream.
	Encourage and enable people across the organisation to engage in dialogue to share information, knowledge and good practice but at the same time, be able to assure the quality, security and accessibility of the data and information we hold and, where appropriate, share.
	Put in place fair and transparent data sharing agreements with our key partners to facilitate the secure and timely transfer of data and information to enable prompt

Our Commitment	We will:
	decisions to be made and appropriate action to be taken.
	Stop carrying out those activities that do not contribute to meeting agreed customer or stakeholder requirements.
	Ensure our employees are sufficiently skilled to achieve organisational objectives and be able to recognise and make good use of the alternative skills and experience available to us from within our workforce.
Partnerships will be managed to ensure that they deliver improved outcomes to the community and value for money	Work together with partners to achieve mutual benefit by supporting one another with expertise, resources and knowledge to achieve shared goals. We will understand and manage the cost of our input into a partnership as well as evaluating and putting a value on its successful outcome.
	Work constructively with the Unions to improve service delivery and organisational performance.
	Develop joined-up ways of working with other emergency services and agencies.
	Make the best possible use of the alternative skills and abilities of people from other sectors (through secondments and other mechanisms) and vice-versa, by working in partnership with and learning from high-performing organisations in different parts of the public sector, industry, commerce and the voluntary sector.
To minimise our environmental impact	Continually monitor, measure and evaluate our carbon footprint and reduce it across all aspects of our work by developing and implementing sustainable solutions to the issues we face. We will conduct business impact assessments on all new or changed policies, processes and resources to ensure we have considered the ecological as well as the economic and societal issues.
	Build and refurbish our stations and other buildings to meet the highest affordable environmental standards, reduce our harmful emissions and develop alternative options to reduce our consumption of natural resources, minimise waste and improve recycling.
To make DSFRS one of the best organisations in the UK in which to work	Be employing a workforce that more closely reflects the diversity of the people in Devon and Somerset.
	Offer terms and conditions that reflect each employee's role and commitment to the organisation and, for example, exploit information technology to enable people to work more flexibly and support a responsible work/life balance.
	Enhance our employees as individuals, as well as team members, through training and development according to the role in which they work and/or the agreed career plan.
	Ensure individual and team objectives are aligned with the organisation's mission and vision and recognise and reward people for creativity and innovation in the workplace.
	Provide our employees with as good a working environment and safe conditions as practicable.
To review and continually improve the way we work	Regularly analyse our own internal performance data and that of our partners to understand our existing and potential capabilities; identify improvements to our services and the way we deliver them; and seek to minimise the cost of running the organisation.
	Be operating a clear and transparent framework of processes that informs and supports decision-making, resilience, performance improvement and change, supported by a consistent process management and improvement approach that actively encourages our people to improve their processes through creativity and innovation.
	Learn from post-incident reviews and fire investigations to see what worked well and what we could have done better, gain insight and share that knowledge within the organisation and, as appropriate, with partners, communities and businesses to reduce risk and improve safety.