



# ***WILTSHIRE FIRE & RESCUE SERVICE***

**Wiltshire and Swindon Fire Authority**

## **Business Plan 2006 - 2010**



***Bringing It All Together.....  
An Agenda For Change***

**Your Safety: Our Priority**

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## INTRODUCTION BY THE CHAIRMAN OF THE FIRE AUTHORITY



I have the pleasure of introducing you to the Wiltshire & Swindon Fire Authority Business Plan for 2006-2010 aptly titled *Bringing It All Together...An Agenda for Change*. This plan provides the context in which Wiltshire Fire & Rescue Service and fire and rescue services nationally are operating. Whilst the current government sets out its expectations of us through many ways – nationally through the National Framework document 2006-2008, regionally by quasi governance structures of the Regional Management Board and locally through subjecting our leadership and corporate management arrangements to inspection through the Comprehensive Performance Assessment (CPA), it is imperative that we as the elected members for Wiltshire & Swindon, do not lose focus on the most important outcome – people's safety.

It is for this reason that we endorse our commitment to ***Your Safety: Our Priority***. Our objectives and priorities are directed toward meeting our Aim, which is:

***“To continue providing an efficient and effective Fire & Rescue Service, protecting the people in Wiltshire & Swindon, by working together with others to make our communities safer and stronger.”***

By setting this clear direction, it is for me and the other twelve members of Wiltshire & Swindon Fire Authority to provide leadership with the Chief Fire Officer and his Management Team. In so doing we will ensure that the choices and decisions that we make respect the interests and concerns of our communities and of each other.

We have responded positively to areas of improvement identified over the last year <sup>(1)</sup> and have put in place more robust ways of working with managers of the fire and rescue service. This will enable greater understanding and provide more support, in addition to outlining a

comprehensive improvement agenda for the forthcoming years which you will find is captured within this Business Plan.

I think it is important when setting the scene for the next four years of change, that we do not forget that Wiltshire Fire & Rescue Service's commitment is ***Your Safety: Our Priority***. This could not be achieved without the organisation's people – the 570 firefighters, who respond to risks on a daily basis from the 24 community fire stations throughout Wiltshire & Swindon, at considerable danger to themselves and the 80 support staff who enable this to happen in a responsive and professional manner. Without them the community we live in would be a more dangerous place and we will ensure that the level of service provided is done so through effectively trained and resourced people.

May I thank you for your interest in Wiltshire & Swindon Fire Authority and I look forward to keeping you informed of our progress in the future.



**D.J. Willmott CBE, QFSM**

<sup>(1)</sup> Audit Commission: Comprehensive Performance Assessment July 2005

## WELCOME FROM THE CHIEF FIRE OFFICER



On behalf of the Management Board of Wiltshire Fire & Rescue Service may I, as the Chief Fire Officer, welcome you to our first four year Business Plan, which will set out how we are responding to the Agenda for Change.

There is no doubt that this agenda is a challenging and constant one, so in order not to lose focus, it is important that we capture our direction of travel in one Plan – incorporating the requirements of the National Framework document 2006-2008, our Comprehensive Performance Assessment Improvement Plan, the Best Value Performance Plan, all within the overall Integrated Risk Management Plan (IRMP).

This Business Plan sets out our aim, objectives and core values and will outline how we intend to achieve these through our priorities. Many of the priorities for the first year 2006-2007, will be concentrating on putting in place the mechanisms, systems and processes for achieving future improvements. This may be seen as internally focused but our purpose is that they will ultimately enable the outcomes we set out in our aim and objectives. It is also imperative that we consolidate the comprehensive operational risk based improvements we identified in our previous IRMP in 2004/2005 and 2005/2006, into our forthcoming priorities for the next four years. You will note that all of these actions have been progressed with the majority of them having been completed (Appendix C).

The new Fire Authority structure offers an immense opportunity in the way we as officers work with elected members and a stronger and closer working relationship will be forged, but more importantly it provides a platform for a sustainable focus on our future direction. As officers delivering change within the fire and rescue service, it is essential that we do not

forget the overall purpose of engaging with our community to ensure that the outcomes of our priorities are focused on them.

In the forthcoming year, we will be ensuring that we deliver what we have set out to do. More importantly, that we consult on any potential impact upon our community. From June 2007 and each year for the duration of this plan, we will publish an Annual Plan which will set out what we have achieved (as described in this plan) and explain the reasons if we fail to achieve our targets, state the priorities for the forthcoming year including any new requirements due to changes in national policy or local improvements, together with our performance and feedback from any consultation undertaken.

We are committed to **Your Safety: Our Priority** and I invite you to send your comments either by e-mail to [consultation@wiltshire.gov.uk](mailto:consultation@wiltshire.gov.uk) or to the address stated at the back of this plan.

A handwritten signature in blue ink that reads "Andy Goves". The signature is stylized and includes a large, sweeping flourish at the end.

**Andy Goves MA, MSc, LLB(Hons), MFireE.**

Chief Fire Officer on behalf of the Management Board

**BRINGING IT ALL TOGETHER...AN AGENDA FOR CHANGE 2006-2010**

The agenda for change is an immense one and much of it is being driven by national and regional pressure. This plan seeks to capture all of the requirements and guidance to ensure that our focus over the next four years is about improving outcomes for the people in Wiltshire and Swindon.

This document sets out a range of priorities in the form of workstreams that can only be achieved by being underpinned by a range of supporting plans and strategies. These are individually tailored to Wiltshire FRS requirements and comply with a raft of statutory and legislative frameworks. These are seen as the overall societal and environmental expectations Wiltshire FRS has to operate within.

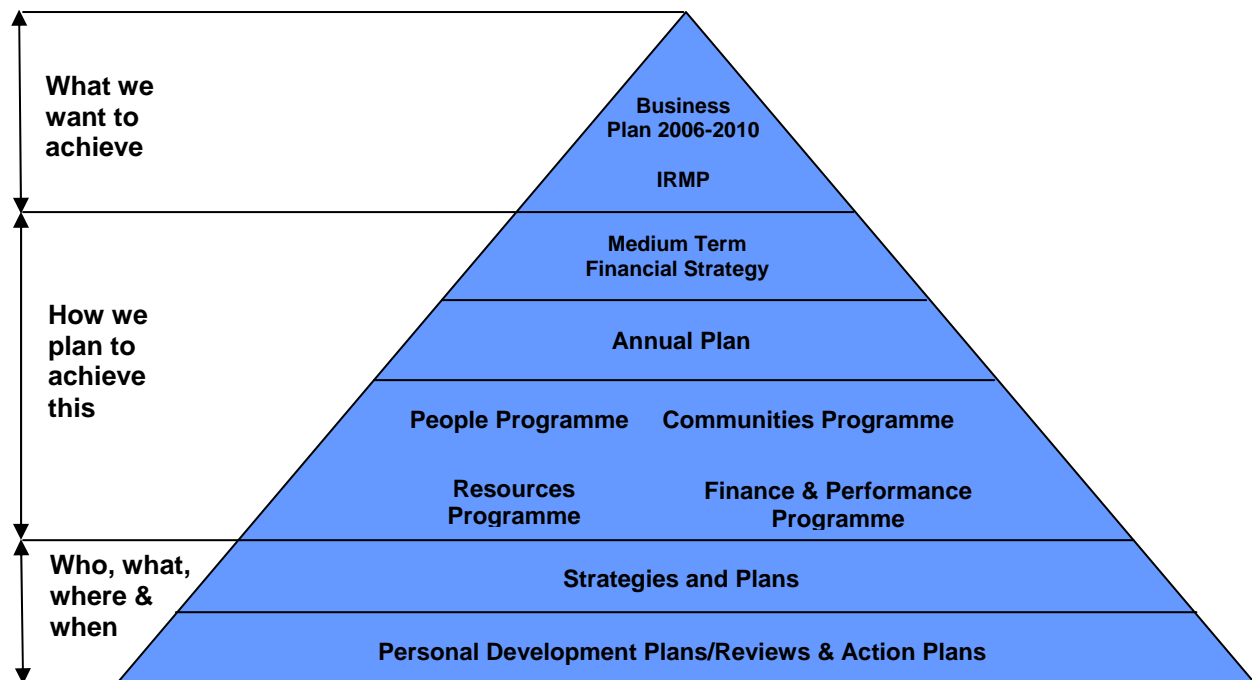
The Business Plan 2006-2010 is an Integrated Risk Management Plan and so incorporates a number of other plans and improvements that Wiltshire FRS has already commenced or is required to action.

These include the following:

- National Framework document 2006-2008 (See Appendix A).
- Integrated Risk Management Plan 2004/6 – some actions still being implemented.
- Comprehensive Performance Assessment Improvement Plan – endorsed on the 31<sup>st</sup> January 2006.
- Medium Term Financial Strategy.
- Best Value Performance Plan Strategic Summary, which together with our Performance Supplement, forms our Best Value Performance Plan.
- Audit Letters – published by the Audit Commission with action plans (See Appendix B Audit Letter Actions).

This Business Plan drives four Programmes: People, Communities, Business & Assets, and Finance & Performance. These are our Objectives.

**Figure 1: Policy & Strategy Plan Structure**



A summary of what the Service is seeking to achieve through the Business Plan 2006-2010 is as follows:

<b>Year</b>	<b>Description</b>
<b>2006/2007</b>	Implement improvements, undertake research and feasibility of efficiency improvements and provide a clear business, financial and resource-planning framework with effective performance & project monitoring systems.
<b>2007/2008</b>	Identify any emerging issues and implement the outcome of the efficiency reviews whilst ensuring continued improvement of priority areas and consolidating those identified through the CPA Performance Framework.
<b>2008/2009</b>	Identify any emerging issues and fully integrate the organisational and cultural changes developed through the priority areas, ensuring that the continuous improvement assessment has been built in to the business, financial and resource-planning framework.
<b>2009/2010</b>	Identify the new national framework priorities and implement a project plan for the development of a new Business Plan 2010 and beyond.

**INTEGRATED RISK MANAGEMENT PLANNING (IRMP)**

Since 2003 every Fire and Rescue Authority has been required to produce a local IRMP that sets out the authority’s strategy, in collaboration with other agencies, for:

- Reducing the number and severity of fires, road traffic collisions and other emergency incidents.
- Reducing deaths and the number and severity of injuries in fires, road traffic collisions and other emergency incidents.

- Reducing the commercial, economic and social impact of fires and other emergency incidents.
- Safeguarding the environmental heritage (both built and natural).
- Providing value for money.

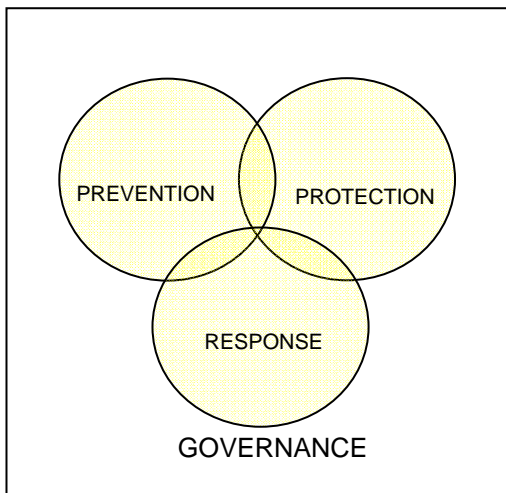
The previous IRMP (Appendix C) undertook a comprehensive and analytical assessment of local risk to life and, in line with this analysis, implemented a wide range of changes in the deployment and utilisation of resources to tackle the risks identified and so improves the safety and well being of our communities.

Addressing the risks identified forms a process of risk control, employing strategies based on Prevention, Protection and emergency Response. By preventing known hazards from causing harm, an emergency can be avoided. Should a hazard event, such as fire occur, then protection measures should be in place to immediately mitigate the harm or loss likely to be caused. If the emergency cannot then be controlled, an emergency response can be made.

The control measures of Prevention, Protection and emergency Response have to be deployed, managed, monitored and revised within effective and efficient governance arrangements. These arrangements include professional managers and elected members of the Fire Authority, working together to ensure that appropriate direction and leadership is exercised.

The following figure illustrates this balance between the three control elements, contained within a governance framework:

Figure 2 – Governance Framework



Governance includes its own process of Corporate Risk Management balancing political, economic, societal, technological, environmental, and legislative pressures, whilst ensuring efficiency, effectiveness, and value for money in our use of resources.

This theoretical model will be used further on in the Business Plan 2006-2010 when the organisation is “*Bringing It All Together*” to illustrate how each section is contributing to addressing the four elements of Integrated Risk Management Planning (IRMP).

The approach for the Business Plan 2006-2010 is to reflect the requirements of the National Framework document (*The Fire & Rescue National Framework 2006-2008*) by producing an IRMP that provides a strategic forward looking approach with detail of business and change management plans that secure continuous improvement and achieve best value for the citizen.

**STRATEGIC DIRECTION – AIM AND OBJECTIVES, CORE VALUES AND PRIORITIES**

**Aim and Objectives**

The aim (what Wiltshire FRS wants to achieve) is:

***“To continue providing an efficient and effective Fire & Rescue Service, protecting the people in Wiltshire & Swindon, by working together with others to make our communities safer and stronger.”***

The aim will be achieved by focusing on four objectives, which are:

Objective 1: **People**

Objective 2: **Communities**

Objective 3: **Resources**

Objective 4: **Finance & Performance**

The focus on these four objectives will come through effective Programme management, as shown in Figure 1.

**Core Values**

Wiltshire FRS’s Core Values are:

- Talking and listening to people to improve the way our organisation does things;
- Providing clear leadership, transparent decision making and appropriate personal behaviour through good governance and a well defined code of conduct;
- Treating everyone fairly and with respect, whilst challenging prejudice and discrimination;
- Working with partners to provide sustainable changes.

Over the next four years Wiltshire FRS will work with its people to develop organisational and personal behaviour that reflect each of these Values, challenging poor performance and recognising success.

*“The vision is closely linked to the modernisation agenda set out in the Fire Service Act and the national framework. The vision is consistently set out in the plans and strategies of the Fire Authority. This helps the Fire Authority demonstrate what it is trying to achieve in relation to the national agenda”.*

WFB CPA Report – July 2005

## Priorities

The next three pages set out how the priorities that have been identified link into the objectives and aim. The members of the Combined Fire Authority (CFA) will then monitor the effectiveness of how the organisation is delivering these priorities to achieve the objectives and aim through the work of the CFA Programme Board. This structure provides clarity and leadership for both members and officers.

The CFA has been structured to provide lead elected Members and deputies, for each of the objectives. This way, clear leadership can be exercised from those representing and listening to the communities that the organisation serves. Engagement with the development of policies and strategies, whilst monitoring progress is at the heart of this new relationship. Members are able to represent the Authority in a range of public arenas, attending both local and national events, contributing to informed debate and leading change.

*“The Fire Authority’s strategic documents reflect the new challenges facing the fire service and provide a clear balance between prevention, protection and intervention”.*

WFB CPA Report – July 2005

**WILTSHIRE & SWINDON COMBINED  
FIRE AUTHORITY MEMBERS AND  
STRUCTURE**



Mr D J Willmott CBE  
QFSM (Chairman)



Councillor D Wren  
(Vice Chairman)



Councillor A Albinson



Mrs B Chettleburgh



Mr P R Davis



Councillor D Glaholm



Brigadier R Hall



Mr C P Humphries



Councillor N Martin



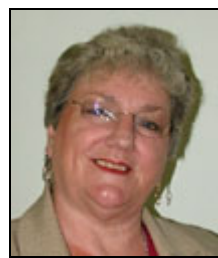
Mr A Molland



Mr J Osborn



Mrs P Rugg



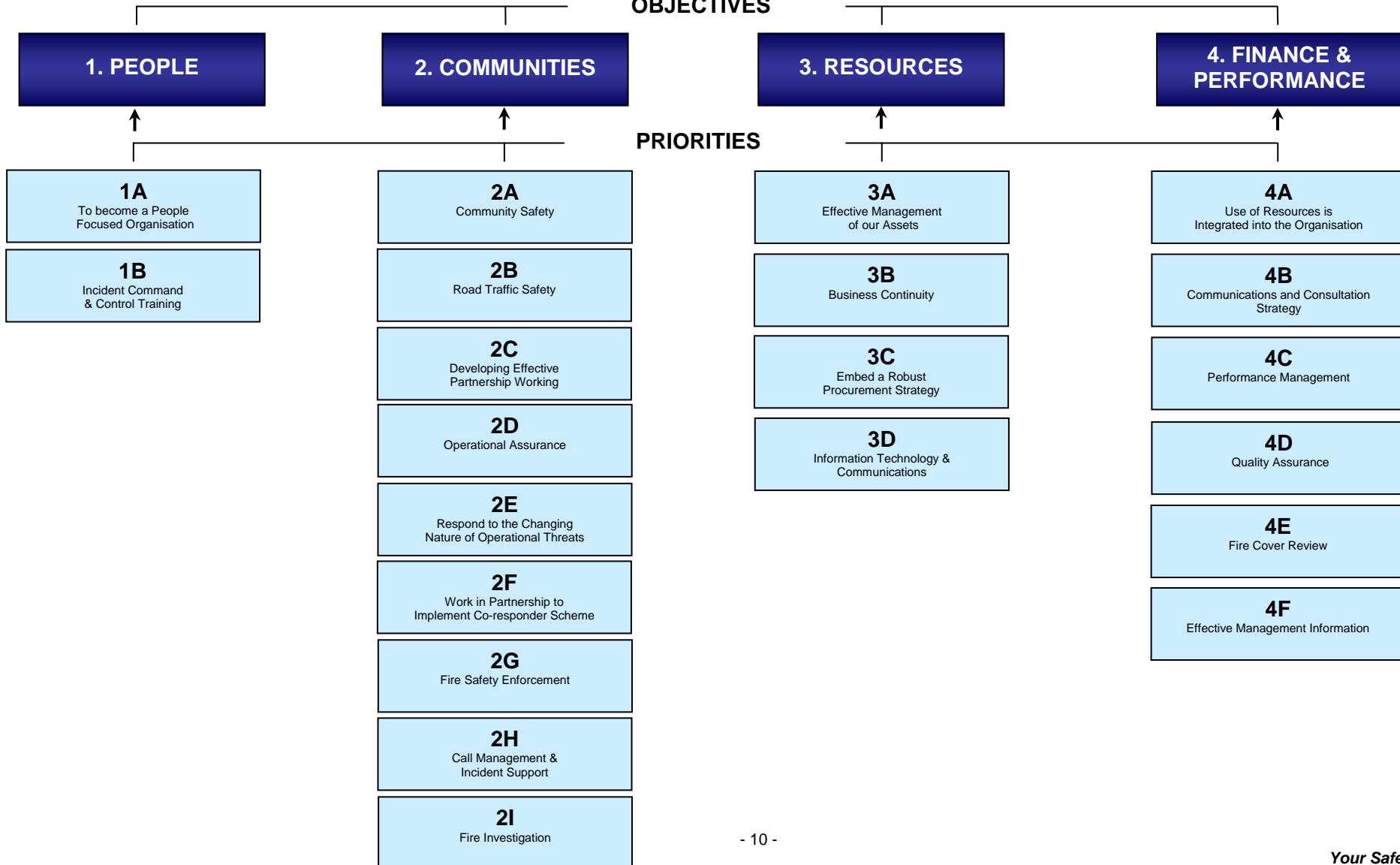
Mrs M White

**AIM:**

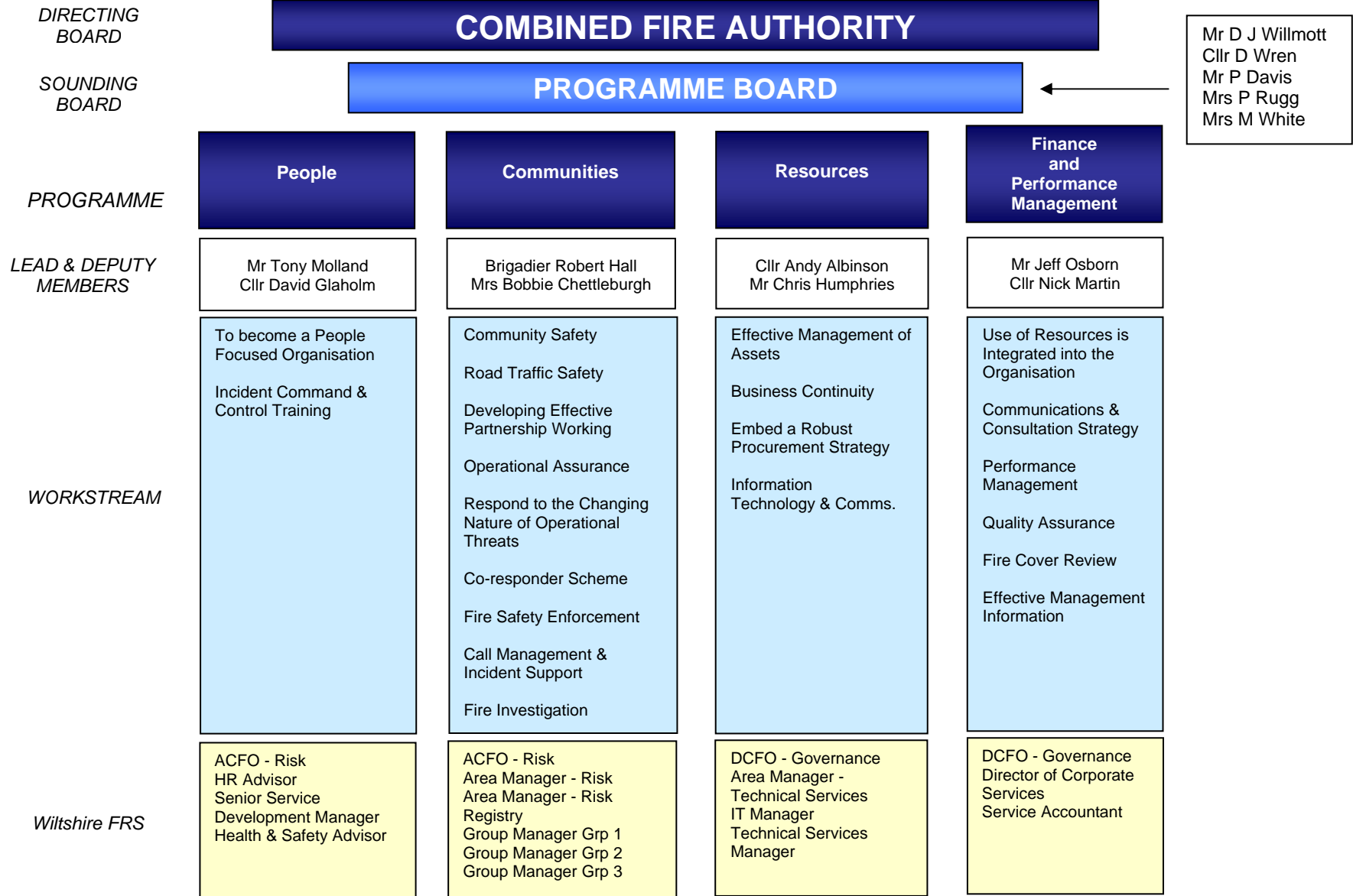
*“To continue providing an efficient and effective Fire & Rescue Service, protecting the people in Wiltshire & Swindon, by working together with others to make our communities safer and stronger.”*

**OBJECTIVES**

**PRIORITIES**



**CFA STRUCTURE**



## WILTSHIRE FIRE & RESCUE SERVICE FACTS

The Service employs 656 staff, of which there are 214 whole time firefighters, 362 firefighters on the retained duty system and 80 non-uniformed support staff. There are 17 retained, 1 affiliated, 3 wholtime, 3 day crewed, and 1 nucleus crewed fire stations which are supported by a Training & Development Centre, Headquarters and a joint Control Room, shared with the Police and Ambulance services.

There are 33 fire engines and 20 special vehicles, which include the following:

- 4 Emergency Support Units
- 2 Aerial Appliances
- 3 Water Carriers
- 2 Incident Command Vehicles
- 2 Damage Control Units
- 2 Landrover Pumps
- 2 Chemical Incident Units
- 5 Water Rescue Units
- 1 Foam Unit
- 2 Rope Rescue Units

Below are some examples of what Wiltshire FRS delivered in 2005/2006:

### Prevention:

- Undertook 4,244 Home Safety checks.
- Helped 14 young people through the Salamander Project to make better life choices.
- Targeted nearly 3,000 students as car users by undertaking 10 road shows using the Safe Drive Stay Alive event.
- Provided counselling support to 52 young people referred to our junior firesetters scheme.
- Continued our success with Fire Cadets with 33 young people aged between 13 to 17 years old.

- Continued joint work with a wide range of partners reaching over 4,000 pupils through the Junior Good Citizen Scheme.

### Protection:

- Fitted 6,691 smoke alarms.
- Conducted 1,661 fire safety inspection visits, providing advice to businesses.
- Assisted with the removal of 1,300 abandoned vehicles.

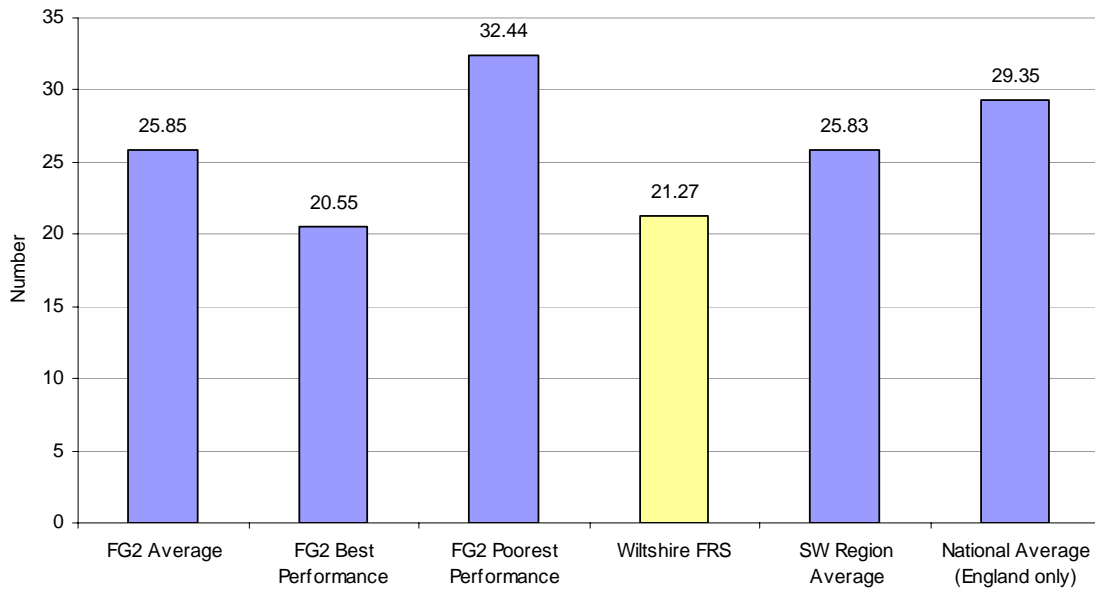
### Response:

- Attended 7,898 '999' incident calls.
- Have assisted 292 medical emergencies through our collaborative co-responder service.
- Undertook 2 water rescues and 4 rope rescues with our specialist trained firefighters and rescued 109 animals.
- Attended 130 flooding incidents and 635 RTCs.
- Mobilised aerial appliances on 221 occasions and attended 135 lift rescues.

Wiltshire FRS delivers a responsive service, in an efficient balance of Prevention, Protection, and emergency Response, which contributes to achieving top performance as evidenced by the following national indicators (BVPIs - Best Value Performance Indicators) (See Supplement for definitions).

This Business Plan should be read in conjunction with the Business Plan Supplement as together they form the Authority's Best Value Performance Plan.

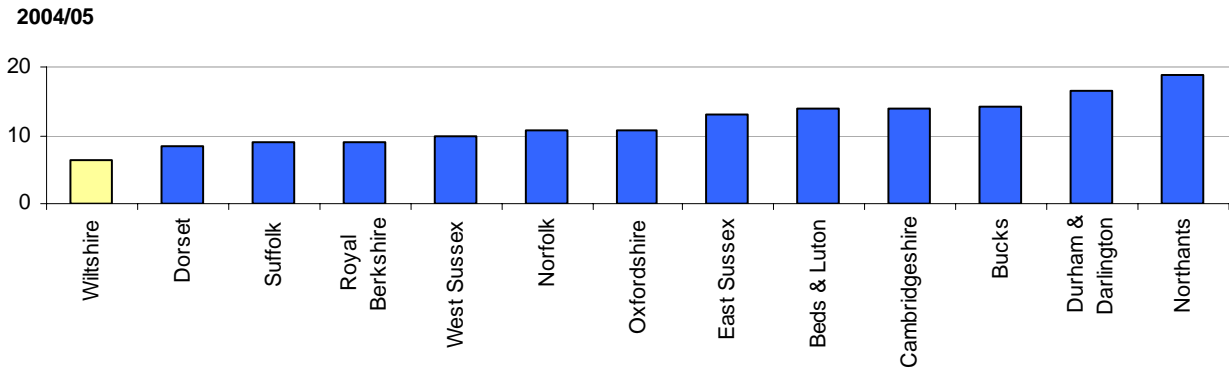
Graph 1 - BVPI 142 (ii) Primary Fires per 10,000 Population



Source: ODPM Provisional Fire Statistics 2004/05

Wiltshire FRS has the lowest number of primary fires (total of 1,333) out of its family group and is 6<sup>th</sup> highest performer nationally.

Graph 2 - BVPI 206 Number of Deliberate Primary Fires (including vehicles) per 10,000 Population

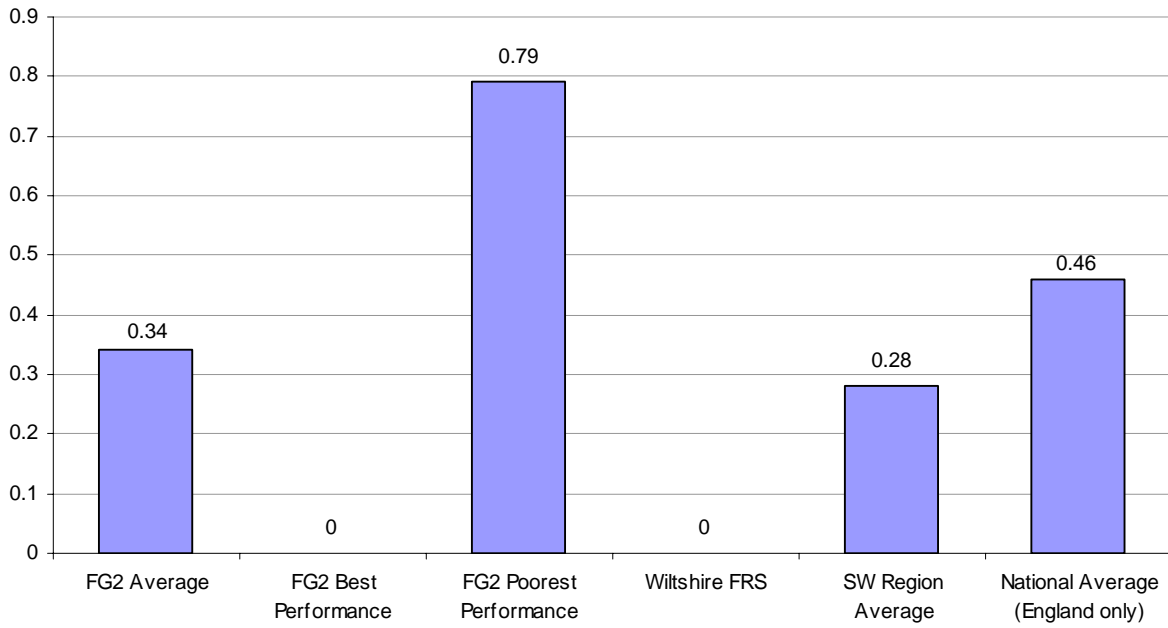


*"It has the lowest numbers of calls to fires in its family group. These improvements clearly reflect the Fire Authority's strategic aim to reduce the numbers of fires and other emergency incidents".*

WFB CPA Report – July 2005

**Note:** All figures are relating to 2004/2005 data.

Graph 3 - BVPI 143(i) Deaths Arising from Accidental Dwelling Fires per 100,000 Population

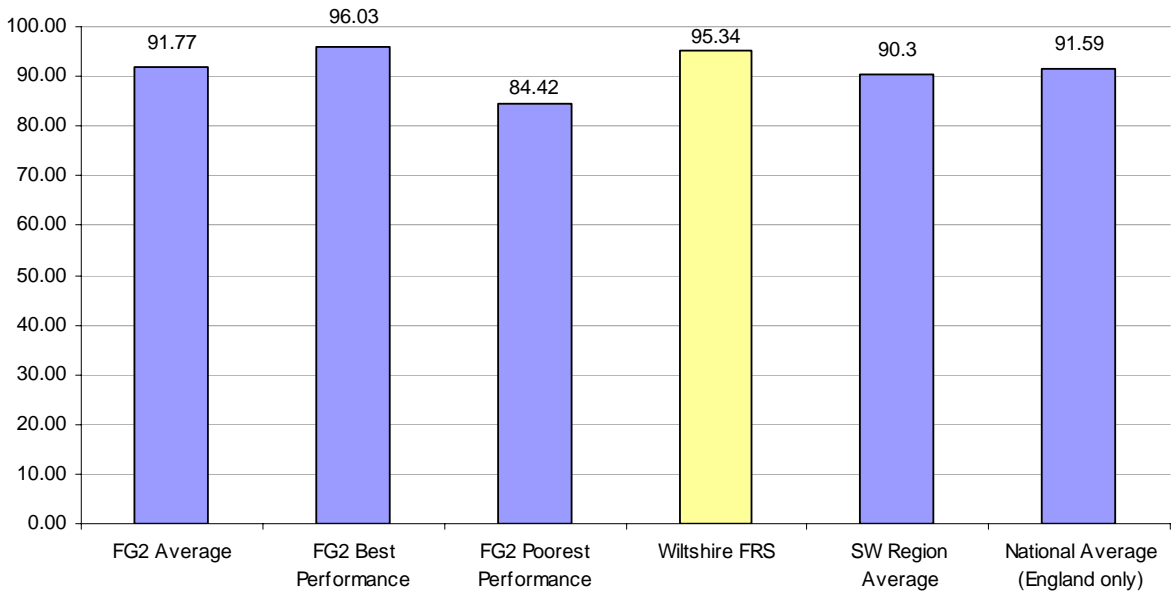


Source: ODPM Provisional Fire Statistics 2004/05

The Service is the only service out of its family group to achieve zero fire deaths in 3 out of the last 5 years – showing that it delivers a highly professional service,

which is focused on: **Your Safety: Our Priority.**

Graph 4 - BVPI 144 Percentage of Accidental Dwelling Fires Confined to Room of Origin



Source: ODPM Provisional Fire Statistics 2004/05

95.34% of the 451 accidental fires in 2004/2005 were contained to the room in

which they started – thereby minimising the impact of the fire.

## RISK PROFILE – WILTSHIRE & SWINDON

### Knowing Our Communities

Over recent years, Wiltshire FRS has been investing in Management Information Systems, that have enabled it to understand the links between indicators of deprivation, such as earnings and entitlement to state benefit, age, as well as lifestyle and social conditions with the potential risk of fire (be it accidentally or deliberately set). The Service also understands how the same indicators contribute to crime and anti-social behaviour and how partnership working can jointly tackle these issues.

Within the Communities Programme, the Community Safety Strategy and Group/Station plans pull together from various sources of intelligence an understanding of the local communities. Using this information, with professional training and understanding, resources can be deployed in the most effective way through the strategies discussed later in this section.

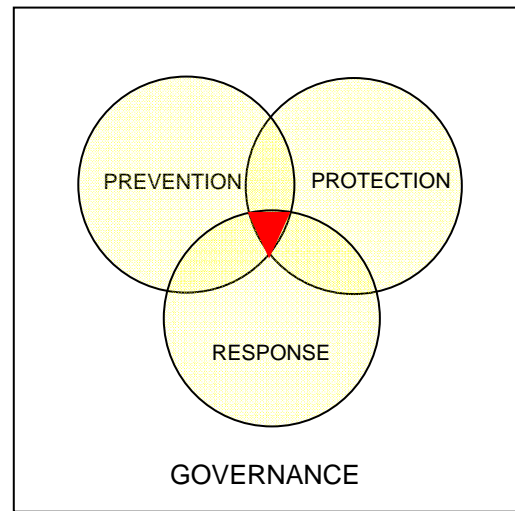
Sources include the 2001 Census, the Wiltshire Intelligence Network (an online warehouse of information about communities, supported by the County Council), and research compiled by Swindon Borough Council.

The Service acquires intelligence from many contacts within the numerous Partnerships of which the organisation are members, and from community groups and their representatives.

When the Service intervenes within the community, either during an emergency response, or when providing advice, information is collated into the database known as the Community Fire Intelligence Risk Management System (CFRMIS).

This Business Plan does not set out a detailed analysis of this intelligence, but a summary of the higher-level census data is included, which should be read in conjunction with supporting strategies and plans.

Figure 3 - Governance framework and the three control elements



▼ Getting the right balance is at the heart of the Communities Programme.

As an overview of the community of Wiltshire & Swindon here are some key socio-economic facts based upon the Office for National Statistics 2001 Census data:

<b>Total Population</b>	<b>613024</b>	<b>%</b>
<b>Gender</b>		
Male	302953	
Female	310071	
<b>Age Range</b>		
Aged 0-17	141114	23.01%
Aged 18-29	82940	13.53%
Aged 30-44	145179	23.68%
Aged 45-59	118003	19.25%
Aged 60-84	114140	18.62%
Aged 85 & over	11648	2.0%
<b>Living Arrangements</b>		
Living in couples	316054	66.66%
Not living in couples	98562	20.78%
Divorced	26592	5.61%
Widowed	32941	6.95%
<b>Ethnic Group</b>		
White: British/Irish/Other	597392	97.45%
Mixed:	4890	0.8%
Asian:	5207	0.85%
Black:	2417	0.39%
Chinese:	1624	0.26%
Other:	1494	0.24%
<b>Health &amp; Provision of Unpaid Care: Health &amp; Care</b>		
People with limiting long-term illness	92737	15.13%
People with good health	441209	71.97%
People who provide unpaid care	55631	

<b>Economic Activity</b>		
<b>All persons</b>	<b>441196</b>	<b>%</b>
Part time employees	57541	3.01%
Full-time employees	204782	60.22%
Self-employed	39976	12.75%
Unemployed	9340	2.36%
Full-time student	9707	2.14%
Retired	58373	11.25%

<b>Household Composition</b>		
<b>All Households</b>	<b>251809</b>	<b>%</b>
One Person: Pensioner	33393	13.26%
One Person: Other	35096	13.94%
One family & no others: Pensioners	24713	9.81%
One family & no others: Married couple no child	39934	15.86%
One family & no others: Married with child	51004	20.26%
One family & no others: Married: All non-dependents	14385	5.71%
One family & no others: Co-hab no child	12550	4.98%
One family & no others: Co-hab dependent child	8117	3.22%
One family & no others: Co-hab All non-dependent	814	0.32%
One family & no others: Lone parent: dependent	12765	5.07%
One family & no others: All child non-depend	6357	2.52%
Other households: All Pensioner	936	0.37%
Other households: All student	107	0.04%
<b>Lone parent households with dependent</b>		
All lone parent households with dependent children	12765	
Male lone parent	1330	
Male lone parent – full-time employment	851	
Female lone parent	11435	
Female lone parent – part-time employment	3733	
<b>Households Rooms and Amenities</b>		
All households	251809	
Average household size	2.38	
Average number of rooms per household	5.67	
Occupancy of 1 or less	10808	
Households with central heating and bath/shower and toilet	235868	
Households without central heating or use of shower/bath or toilet	232	
Households with central heating but without use of shower/bath and toilet	712	

<b>Owners of Dwellings (2004)</b>	
<b>Total Dwellings</b>	<b>268903</b>
Local Authority dwellings	16425
RSL dwellings	24506
Other public ownership	5652
Private ownership	222320
Deemed Unfit for Purpose	6521

Area		
	(Hectares) =	348543
	(Square miles) =	1358
	(Square km) =	3255
Households		598964
Communal establishments (people living)		14060

Population Density (based upon 2002 population figures):		
Area	Area (sq km)	People per sq km
England	242,514	244
South West Region	23,837	208
Wiltshire	<b>3,255</b>	<b>134</b>
▪ Kennet	967	77
▪ North Wiltshire	768	164
▪ Salisbury	1004	115
▪ West Wiltshire	517	234
Swindon	<b>230</b>	<b>785</b>

Persons in Employment – Travel to Work	
All people aged 16-74 in employment	311231
Work mainly from home	30842
Train or metro	4971
Bus or coach	13169
Motorcycle	4244
Drive Car or Van	186839
Passenger in Car or Van	19922
Taxi	1070
Bicycle	12662
On foot	36108
Total cars and vans in the area	328521

Changes in Average Journeys to Work Trip	
Average 1981:	6.5 km
1991:	8.2 km Increased of 26% and estimated to be 50% more by 2011

Road Network	
M4	48km
Trunk roads	128km
Principal roads	5165km

Addresses Grouped by Predicted Risk of Dwelling Fatality					
Area	Well Above	Above	Average	Below	Well Below
Swindon	14209	14351	86709	69540	65809
Kennet	3455	4442	37297	28043	25648
North Wiltshire	1844	2813	59657	50495	43990
Salisbury District	3043	5465	55618	39565	33737
West Wiltshire	1536	3559	58250	50441	39930

### Future Predictions

In terms of projections for growth it is anticipated that by the end of 2006:

- Population increased from 2001 by 25,000 to 638,650.
- Total workforce increased by 15,075 to 331,400.
- Number of dwellings increased by 15,200 to 276,100.
- By 2016 a further 34,000 dwellings will be built in Wiltshire and 26,000 in Swindon with an additional 725 hectares of employment land (identified for industry and commerce).
- By 2026, Swindon will have a population of 250,000.

These characteristics of Wiltshire and Swindon are important because placed alongside the Service's experience in delivering services to date, it allows for predicting the demands likely to be placed upon it and where best to target prevention, protection and response resources.

For example, work by the Office of the Deputy Prime Minister's (ODPM) Fire Research Department has shown that certain groups, identifiable through census data, are particularly at risk from fire in domestic properties. Together with local knowledge, Wiltshire FRS has therefore been able to define its People at Risk.

Using the Fire Services Emergency Cover Model (FSEC) software supplied by the ODPM, the location of these risk groups has been plotted and their fire risk assessed. Combined with predicted intervention times for the Service's emergency appliances, it is possible to provide fire fatality risk assessments for each of the 2066 census areas across Wiltshire and Swindon.

The risk assessments are graded from 'Well Below Average' risk to 'Well Above Average'. The numbers of addresses falling within each band within each district or borough area are detailed on the bottom of page 18.

The same process is currently underway for the commercial and high value premises including an emphasis on heritage buildings and thatched properties, for non fire risks such as Road Traffic Collisions (RTCs) and for major incident risks.

On a much wider scale, where major incidents can affect whole communities and beyond, the Wiltshire and Swindon Local Resilience Forum has been established. This body is required by the Civil Contingencies Act, 2004 and brings together responding agencies that would work together in an emergency. The Local Resilience Forum is required to develop, maintain and publish a Community Risk Register. This risk assessment work is led by the Assistant Chief Fire Officer of this Authority, and the register is published on Wiltshire Constabulary's website: [www.wiltshire.police.uk/mip](http://www.wiltshire.police.uk/mip).

Appendix F shows the positioning of fire stations across Wiltshire and Swindon and the organisational groupings of the management structure. Each of these groups is aligned with the operating arrangements in place for policing and local authority boundaries, allowing managers to form firm relationships with partners.

This also highlights the principle road networks servicing the County and Borough, together with areas of population expansion predicted for Swindon.

**Overview of other Risks – Buildings, Historic Sites, Major Industrial Sites**

Wiltshire FRS has held statutory responsibility for the enforcement of fire safety in certain types of property for many years. These responsibilities are now evolving into a more risk-based, less rules-based approach to the organisation’s prevention and protection responsibilities. The effect of these changes is that the risk assessment of a wide array of building types requires far better information than has previously been available. The Service is investing in new systems to improve the collection of data to meet this challenge.

Wiltshire is a heritage county with tourism as an important part of the area’s economy, based upon its natural and built environment. Heritage buildings, such as thatches and listed buildings have been included in the risk assessment database for the first time.

Using this data and intelligence helps the Service understand the higher probability (or risk) of a fire or other emergency affecting some members of the communities rather than others. Because **Your Safety is Our Priority**, Wiltshire FRS will concentrate resources on people at risk.

Area	Total Buildings	Listed Building Records	Thatch Buildings	Fire Safety Records
Salisbury	101882	2271	261	5091
West Wiltshire	97361	1955	69	4426
North Wiltshire	109321	2760	52	5218
Kennet	68309	2251	345	4104
Swindon	119456	519	55	4453

**People at Risk – Our Priority**

The Service has defined its priority target group for prevention and protection work to be those people who fall into one or more of the following:

- Lone parents.
- Those who live in rented accommodation.
- Lone pensioners.
- Those with a limiting long-term illness.
- Trans national workers (migrant)
- Those for whom English is not their first language.
- Those who live within sparsely populated rural areas (for whom access to services is restricted due to the rural nature of their community).

By targeting resources to these groups of people and placing greater priority to those in rural areas, the organisation has a greater chance of preventing people suffering from fire injury or death.

**USING THIS INFORMATION – THE COMMUNITIES PROGRAMME**

The Business Plan 2006-2010 has provided an overview of the organisation’s strategic direction, how governance arrangements will provide the focus and decision-making support and has demonstrated a comprehensive understanding and the risks within.

In response to the identified risks, the organisation must balance the deployment of resources to ensure sufficient emphasis on prevention and protection, whilst at all times being prepared to make an emergency response.

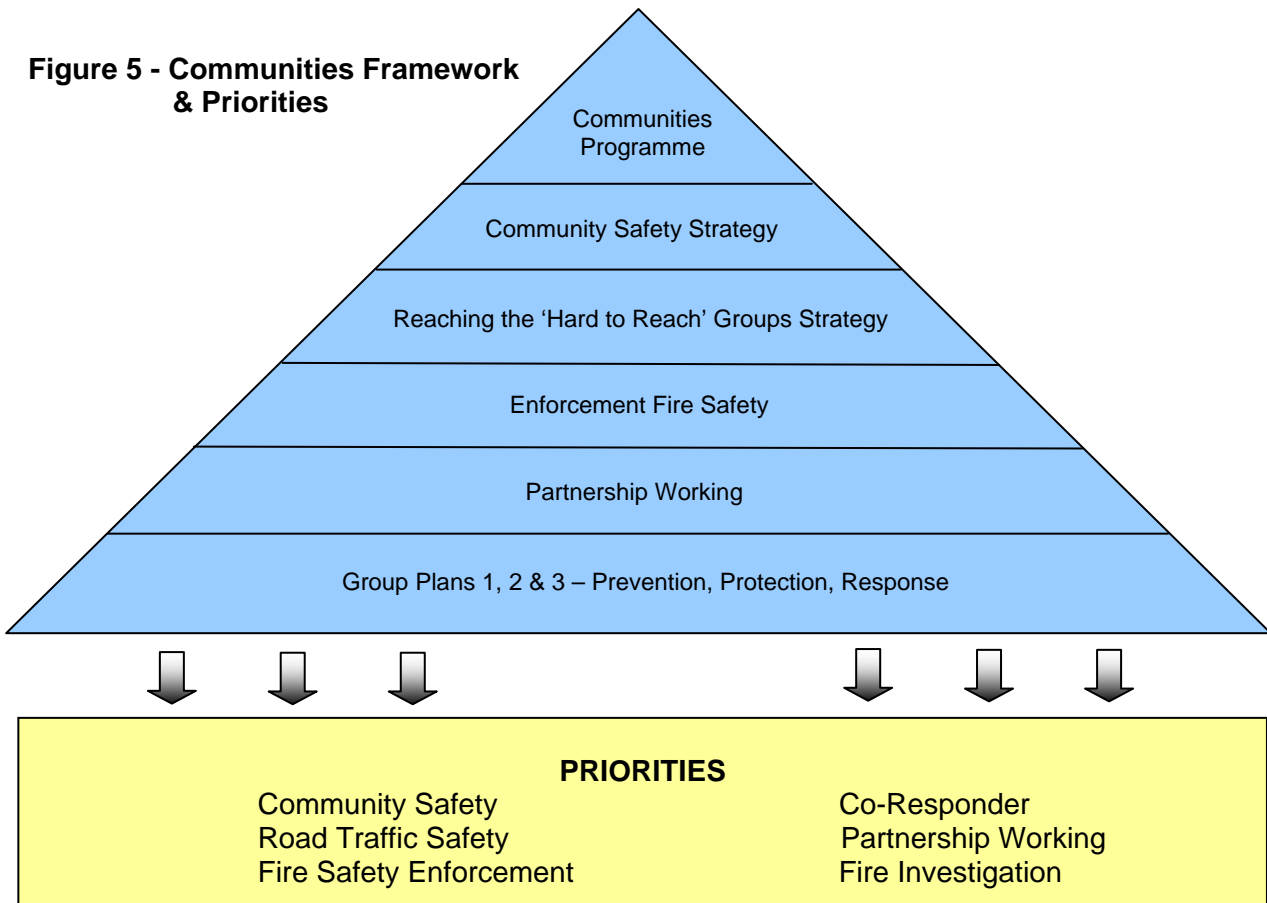
**Figure 4 - Priorities within the Three Control Elements**



Figure 4 shows the priorities within the Workstream of Objective 2: Communities that make up the Communities Programme.

Figure 5 illustrates the Strategies and Plans that support the Prevention and Protection elements of the programme within which our prioritised projects and activities will be delivered:

**Figure 5 - Communities Framework & Priorities**



## REVIEWING RESPONSE: FIRE COVER REVIEW

To ensure Wiltshire FRS maintains its effectiveness in providing an emergency response, the process of IRMP also requires a review of the deployment of operational resources – both equipment and people.

The first IRMP did this, but now as the communities change, and other external pressures and drivers impact upon the organisation, the service again must be reviewed and every year from then on. Experience in the past two years gives the Service a starting point from which to ask some specific questions about performance, and to raise specific proposals for further research and consultation.

The following section explains those questions and the actions proposed. You are invited to consider these and let us have your views.

### Our Emergency Response

There will be times when prevention and protection fail to prevent a fire or other emergency arising. The Service must respond to reduce the impact of that incident, saving life and attending to injuries, whilst at all times ensuring the safety of the responding crews.

Each emergency call received by fire control will be assessed to determine the appropriate response to deploy. On arrival at an incident, the fire incident commander will carry out a risk assessment to determine the appropriate course of action to take.

The Service has adopted the following policy guidance, issued by the Government to all fire and rescue services for use when managing health and safety for their crews:

- "We may risk our lives a lot, in a highly calculated manner, to protect saveable lives"
- "We may risk our lives a little, in a highly calculated manner, to protect saveable property"
- "We will not risk our lives at all for lives or property that are already lost"

*(A Guide to Operational Risk Assessment, HM Fire Service Inspectorate, HMSO, 1998)*

It is important that any emergency response is effective, as well as efficient. Some aspects of emergency response work will be reviewed and where appropriate changed to ensure that the organisation's high standard of service continues to be provided in the future.

Some of the review work can be accomplished in the short term, based upon the organisation's experiences over the last two years, and with data already available.

### SHORT TERM REVIEWS AND IMMEDIATE ACTION

The following elements of the response capability will be reviewed immediately and some actions arising are proposed to take effect from 1 January 2007, although the reviews will continue into the medium term embracing more substantial research and development. These reviews will be undertaken by mixed working groups consisting of station staff, their representative bodies, and professional managers and analysts.

#### Road Traffic Collisions

Nationally, fire and rescue services rescue many more people from Road Traffic Collisions (RTCs) than from fires. The rural nature of much of Wiltshire combined with the nature of the roads that serve and pass through the county mean that RTCs form a significant proportion of the response activities undertaken.

Fire and Rescue Services respond to RTCs to save life, deal with any risk of fire, to deal with any hazardous loads carried by the vehicles and, of course, to effect rescues of vehicle occupants.

All front-line pumping appliances have been fitted with hydraulic cutting and spreading equipment for use at RTCs. Fire engines from some stations (Cricklade, Stratton, Malmesbury, Amesbury, Ludgershall, and Warminster) have been provided with enhanced equipment due to the volume and nature of calls to RTCs that they attend.

In addition, there are four Emergency Support Units (ESUs) that carry heavy rescue equipment for use at RTCs and similar transport incidents. Currently, they are located at Westlea, Chippenham, Trowbridge and Salisbury stations.

ESUs have traditionally had a wider role than heavy rescue, including their use at hazardous materials incidents, water rescues and for command and control. It is considered that the wider role is perhaps no longer applicable due to the provision of alternative resources to meet those other needs.

**Action:** During the term of the IRMP 2004/2006 Wiltshire FRS reviewed the locations of the ESU vehicles to determine whether the current arrangements are appropriate or whether changes should be made. In particular, the possibility of moving them from Westlea to Swindon and from Trowbridge to Warminster has been considered.

**Short term:** It is proposed to move the ESU from Westlea Fire Station to Swindon Fire Station on 1 January 2007, together with a number of posts to augment the shift Watches, and after a period of training and preparation.

Although there is more work to do to test and validate the data, initial observations indicate that the relocation of this vehicle to a wholetime shift station would provide faster response times and would reduce average times to attendance for road traffic collision incidents, especially on the eastern side of the county (See Appendix F).

After initial consideration of FSEC data, it is not proposed to continue with developing proposals to move the ESU from Trowbridge to Warminster, despite the reduction in travel distance to the south-west of the county.

**Medium term:** A further review, into the medium term, will consider the role of ESUs to ensure that they are used effectively, and to assess which other appliances, if any, should carry additional rescue and cutting equipment.

If you have a view on how Wiltshire FRS responds to Road Traffic Collisions, then we would like to hear from you.

### Availability of Human Resources

The following issues have been identified related to the crewing of emergency vehicles:

- Maintaining crewing levels at Westlea Fire Station.
- Maintaining crewing levels at Trowbridge and Chippenham Fire Stations on the two crewing systems in operation there.
- Maintaining necessary crewing levels at certain retained stations.
- Maintaining necessary crewing levels at wholetime shift stations at times due to sickness during peak annual leave periods.
- Use of primary crewing for special appliances.
- Flexible deployment of resources as risk changes.

The challenges lead to either uncertainty or potential inefficiencies in the resourcing of emergency cover. The current need to overcome uncertainties on a day to day basis results in the management of deficiencies in a reactive way. This is considered to be inappropriate in a modern fire and rescue service.

Sometimes there is over-capacity in staffing, whilst efficient systems to both predict and then manage that capacity into a productive resource for, say, community safety activities or risk intelligence gathering, are not available. This is also considered inappropriate in a modern fire and rescue service.

**Action:** A staffing review will include an examination of the feasibility of changing/moving posts from one duty system to another, changing/moving posts to day cover only as well as the most efficient way of crewing special appliances. It will also consider in the light of changing risk profiles, whether some stations should have their duty systems changed and whether some posts might be more flexibly deployed if they were not permanently attached to stations at all, being deployed each day or night to cover local needs across the Service.

The review will commence immediately and it is likely that workloads will continue into the next planning year.

**Short term:** The immediate priority within the consultation period will be to consider the proposal to make some changes to the deployment of people on 1 January 2007 based upon information already available for consideration.

The following numbers and locations of posts are proposed for re-deployment:

- 4 x shift posts from Stratton Fire Station, always regarded as a strategic deployment reserve, to be moved to Swindon Fire Station.
- 4 x day-crew posts from Westlea Fire Station to be moved to Swindon Fire Station (as a consequence of moving the Emergency Support Unit [ESU]).
- 4 x nucleus crew posts from Amesbury Fire Station to Salisbury Fire Station.
- 2 x nucleus crew posts to be considered for a new type of nucleus support to other stations in need – to be reviewed and determined.

It is not proposed to remove crewing support from Amesbury, or other retained stations, rather that it be based and managed from one hub at Salisbury, operating on a 24/7 basis rather than daytime only as at present. This principle would apply also at Swindon Fire Station with staffing capacity drawn in from nearby stations.

**Medium term:** The organisation will undertake a review of fire station roster systems. The review will aim to explore ways of achieving the consistent provision of necessary crewing levels. An electronic availability system to ensure that predicted deficiencies and over capacity can be identified in advance will be considered. The system will be available remotely so that an overview of the availability of resources can be obtained and managed effectively.

If you have a view on how Wiltshire FRS manages its people, then we would like to hear from you.

## MEDIUM TERM REVIEWS

### Mobilising and Pre-Determined Attendances

Decisions have to be taken very quickly when a 999 emergency call is received by the Control Room. To enable those decisions to be taken the organisation sets policy guidelines and pre-set levels of attendance to some types of incident so that the selection of resources can be prompt and timely. In the last IRMP Wiltshire FRS undertook to change the way the Service deals with emergency calls, with a view to reducing their impact on the organisation, its staff and the public. Many calls turn out to be false alarms, either because the caller genuinely thought there was a fire (which Wiltshire FRS will never discourage at all) or because automatic systems are either faulty or detect symptoms of a fire, such as dust or steam, that they cannot differentiate from those of a real fire. Sometimes, when speaking to a caller, operators can have doubts as to whether they are really genuine. In all these cases, the Service gave operators some guidelines within which they may choose to reduce our normal pre-planned attendance, or even not mobilise resources at all.

Once resources have been mobilised they may be committed to the incident for some time, meaning that other appliances may have to be moved from their base to infill the gap in cover that would otherwise remain. How and when this is done was also changed, by placing a time that would elapse before a stand-by move was ordered.

**Action:** Now that two years has passed the Service wishes to review the effectiveness of these policies, and so will begin a review of pre-planned attendances (those that automatically send either to a specific site, or type of incident), the method of managing appliance standbys, and the way the organisation challenges incoming calls, including those received from automatic detection systems via alarm receiving centres. It will compare its policy with those operated by other Fire and Rescue Services and include a comparative analysis with national guidance.

If you have a view on how emergency calls are handled and appliances mobilised we would like to hear from you.

### Fires in Structures

Wiltshire FRS has a policy aim to achieve certain attendance standards, measured by time. In urban areas, one pumping appliance should arrive at an incident within 10 minutes of receipt of the call. For rural areas, one appliance should attend in 20 minutes from time of call. This was an outcome of the first IRMP for 2004/2006.

In order to implement appropriate safe systems of work to tackle a structure fire and to affect any rescues safely and effectively, it is often necessary for more than one pumping appliance to attend the incident. Therefore, at least two fire appliances must arrive within a reasonable period of time and the difference between the attendance times of the two appliances should be small. Additionally, the combined crewing levels of those appliances should be sufficient for the likely range of tasks to be accomplished safely.

**Action:** The Service will review its attendances at structure fires to determine whether current arrangements are appropriate or whether they require modification, in line with the balanced approach of Prevention, Protection and Response.

The review will include the identification of areas where there is a higher risk to life from fire, as determined by the Fire Service Emergency Cover (FSEC) model and with information gained through partnership working that help us identify People at Risk.

The review will commence in the first year of the Integrated Risk Management Plan (IRMP).

If you have a view on Wiltshire FRS's attendance at structure fires we would like to hear from you.

## Breathing Apparatus Support

One of the key requirements for effective fire and rescue service emergency response work is the need to be able to work in irrespirable/ toxic atmospheres. Wiltshire FRS's personnel are trained in the use of the breathing apparatus equipment that is carried on all front-line pumping appliances.

There are a large number of specific risk sites in Wiltshire and Swindon and also types of incident that could occur that would necessitate the deployment of a large number of personnel in breathing apparatus equipment. It is essential for the safety of personnel and for the effective resolution of incidents that such equipment is deployed effectively. It is also important that the command and control of the breathing apparatus function at an incident is carried out effectively.

Currently, there are breathing apparatus compressor facilities for charging cylinders at Swindon, Chippenham, Trowbridge and Salisbury fire stations and the Training and Development Centre. No stations have mobile compressors. As a result, incidents that involve the use of a number of breathing apparatus sets require the transportation of cylinders to and from charging stations. Chemical Incident Unit pods (CIUs) that are located at Swindon and Warminster fire stations carry a stock of cylinders and are used for transporting cylinders. Information obtained from numerous incident debriefs has identified that they do not provide very satisfactory facilities for cleaning Breathing Apparatus sets or for supporting Breathing Apparatus operations at incidents. One of the CIUs is located at a station where there are no facilities for the charging of cylinders.

**Action:** A review will take place on provision of Breathing Apparatus support at incidents to determine what improvements should be made. The review will commence during the first year of the IRMP.

If you have a view on how Wiltshire FRS supports breathing apparatus operations we would like to hear from you.

## Water Rescue and Flood Relief

In 2000, the Fire Authority took the decision to provide the communities of Wiltshire and Swindon with an inland water rescue team and to train and equip firefighters to work safely on or near water.

Recent events, such as flooding in Carlisle, Boscastle, and at Glastonbury together with local responses to people falling into rivers and lakes, have demonstrated that firefighters will be expected to:

- Assist other agencies with large volumes of water
- Carry out any rescues on or near water
- Assist police with body recovery
- Protect the environment from hazardous substances

Climate change studies indicate that there will be a greater volume of work in water rescue for Fire and Rescue Services in the future. The water risk in the county includes the many rivers, the Kennet and Avon Canal as well as many areas of static water, such as at the Cotswold Water Parks. There have been serious incidences of flooding in the Downton area, as well as in the Melksham/Bradford on Avon area. Further information on areas susceptible to flooding can be found on the Environment Agency website.

The current arrangements for safe working near water include the provision of life jackets and throw lines on all front line appliances and the maintenance by firefighters and supervisory and senior managers of appropriate competencies.

The primary function of the water rescue team is to respond to incidents involving rescue from mud, slurry, water and ice and to support the safe working near water arrangements on a local basis. This work may involve the rescue of casualties, self-rescue and rescue of colleagues working on or near water. It could also involve attendance at large scale flooding incidents such as those that occurred at Boscastle in Cornwall and Glastonbury in Somerset, under regional resilience.

It is widely predicted that legislative changes will shortly be made by Government, confirming our role using ministerial powers within the Fire and Rescue Services Act, 2004.

**Action:** Currently there is one boat located at our affiliated fire station at Cooper Avon Tires in Melksham. There is a potential lack of resilience in having just one boat, and the risks associated with the service's dependency upon this current arrangement could leave the service vulnerable in the event of a number of incidents occurring at the same time or a failure to be able to mobilise the existing boat, perhaps due to maintenance or defect.

It is proposed to consider the viability of providing a second boat, possibly located at Stratton Fire Station, which already has a first-response water rescue capability. This work is in addition to the review of water rescue carried out within the 2004/2006 IRMP term. Outcomes of these two reviews will be considered for the prioritisation of funds, if required, and representation to the Governmental centre for funding support within the New Dimensions programme may be appropriate. If this work becomes a statutory responsibility, then it may be possible to secure New Burdens government funding, to compensate for the imposed requirement.

If you have a view on how Wiltshire FRS responds to water incidents we would like to hear from you.

### **Damage Control**

Fire and rescue services have a duty to mitigate the damage that they cause in the course of their firefighting activities. It is sometimes necessary to force entry to a property in order to fight a fire, salvage or protect contents, carry out a rescue or to determine whether in fact there is a real emergency or whether the call is a false alarm.

Currently, there are two damage control pods containing equipment for securing and protecting buildings, for making unsafe structures safe and for dealing with flooding incidents.

Wiltshire FRS is exploring the possibility of signing a Memorandum of Understanding with a private company to secure properties promptly on its behalf when required. The successful implementation of such arrangements could mean that the provision of two damage control units might no longer be necessary.

**Action:** A review will take place on damage control pod vehicles to determine whether two of them are necessary and whether any changes to the provision of damage control services should be made. The review will include consideration of the need to secure and protect buildings and their contents as well as the service's ability to provide or to obtain equipment for use at incidents involving unsafe structures, trench collapses and flooding.

If you have a view on how Wiltshire FRS mitigates damage to properties we would like to hear from you.

### **Firefighting and Rescue in Remote/Rural Areas**

Wiltshire is a rural county that contains large areas that are sparsely populated. Wiltshire FRS is often called to attend emergency incidents located some distance from roads or other hard standing. The current provision of a standard fleet of 13.5 tonne fire engines without four-wheel drive capability means that it is often not possible or appropriate to position a vehicle close to the incident. In addition to the standard fleet of fire engines, there are two four-wheel drive light vehicles (L4Ps) that are equipped with a small tank of water and associated equipment for the delivery of water. There are also a number of light four-wheel drive vehicles that are used to carry personnel and/ or kit.

**Action:** A review will take place on the ability to deploy personnel and resources in remote rural areas. The review will embrace work already begun to assess the appropriateness of the current provision of the L4P vehicles. It will also consider the appropriateness of the current provision of a standard fleet of fire engines that do not have a four-wheel drive capability, with a view to providing such capability at Ludgershall, Westbury, and Devizes fire stations.

The organisation will also consider the possibility of utilising the Wiltshire Air Ambulance/ Police Air Support Unit to deploy a small team of fire service personnel. The small team would get to an incident quickly, would assess the scene and if appropriate, stabilise casualties until the arrival of further resources.

If you have a view on how Wiltshire FRS reaches remote rural areas we would like to hear from you.

### **Underground Risks**

There are a number of large underground risks within Wiltshire. These have been created due to the extraction of stone for use in construction. Some of the sites are still used for the extraction of stone. Other sites are used for alternative purposes such as for storage.

The number, size and nature of the underground risks mean that there is a significant possibility that Wiltshire FRS could be called to attend a fire or other emergency incident occurring underground.

Wiltshire FRS will continue to provide a fire fighting service to protect saveable life underground. Inappropriate risks will not be taken to save property, and occupiers will continue to receive our advice regarding fixed installations such as sprinklers and automatic fire detection equipment to mitigate risk and raise an early alarm.

The Service is not a mines rescue service. Mines rescue services are required by regulation in certain mining situations, and provide technical rescue and firefighting capabilities, sometimes many thousands of metres underground. There are particular criteria such as training and equipment requirements laid down for mines rescue personnel. It is not considered appropriate for the organisation to try to become a mines rescue service within the meaning of the regulations.

**Action:** A review has taken place of underground risks present in the area and the procedures that would be used and actions that would be taken in the event of an incident.

Wiltshire FRS will provide an effective contribution to the command and control of rescue incidents occurring underground. It will make available lighting and other ancillary equipment. For fires and other emergency incidents occurring underground, it will carry out work that is consistent with the work of a fire and rescue service and that it deems to be appropriate following the completion of a risk assessment at the incident.

If you have a view on how Wiltshire FRS responds to incidents underground we would like to hear from you.

### **IRMP 2004/6**

A range of review projects are still in progress following their launch within the 2004/6 IRMP cycle. Progress against these areas of work is shown in Appendix C, and will continue within the Fire Cover Review Workstream.

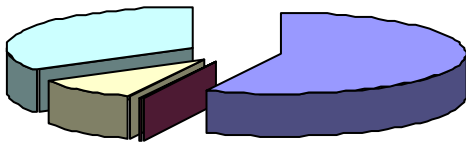
*“The Fire Authority’s strategic documents reflect the new challenges facing the fire service and provide a clear balance between prevention, protection and intervention”.*

WFB CPA Report - July 2005

### COST OF PROVIDING A RESPONSIVE SERVICE

There is no doubt that providing an effective responsive service that operates 24 hours a day 365 days a year is expensive and the largest element of cost is people – salaries and pensions accounted for 78% of our 2005/6 total budget.

#### Funding for 2005-06



- Council Tax £11,768,795 (56%)
- Collection Fund Surplus £52,788 (0.25%)
- Revenue Support Grant £1,821,501 (9%)
- National Non-domestic Rates £7,186,476 (35%)

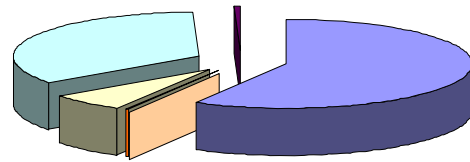
#### Spending for 2005-06

Whilst actual spend is to be confirmed with the closure of accounts the £20,829,500 budget was intended to be spent on:



- Employees £14,115,900 (68%)
- Pension Costs £2,017,300 (10%)
- Premises Costs £857,300 (4%)
- Transport Costs £624,500 (3%)
- Supplies & Services £1,621,800 (8%)
- Capital Financing Charges £998,700 (5%)
- Specific Projects £494,000 (2%)
- Establishment of reserves £100,000 (0%)

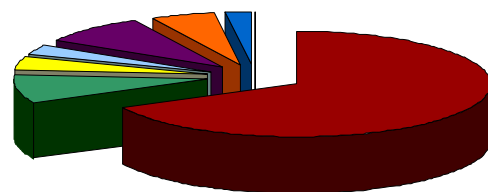
#### Funding for 2006-07



- Council tax £12,563,970 (58.80%)
- National non-domestic rates £7,448,000 (34.85%)
- Collection fund surplus £52,830 (0.25%)
- Less return of transitional grant £134,000 (-0.63%)
- Revenue support grant £1,438,000 (6.73%)

#### Budget 2006/07

Total revenue budget of £21,368,800 will be spent on:



- Employees £14,459,100 (67.66%)
- Transport Costs £648,700 (3.04%)
- Specific Projects £487,900 (2.28%)
- Pensions £1,848,000 (8.65%)
- Supplies & Services £1,889,900 (8.84%)
- Establishment of reserves 0 (0.00%)
- Premises £893,200 (4.18%)
- Capital Financing Charges £1,142,000 (5.34%)

*“The Fire Authority has robust revenue management arrangements in place and budget setting has been improved”.*

WFB CPA Report – July 2005

## **FUTURE SPENDING LEVELS - MEDIUM TERM FINANCIAL STRATEGY**

In order to ensure the delivery of this Business Plan 2006-2010 it is essential that each of the priorities is resourced. The Fire Authority recognises that to meet that requirement it will be reliant on generating the resources needed from within its current, real terms levels of expenditure. This is because additional income from council tax and government grant will only be sufficient to meet the increased costs of current levels of activity, leaving the Authority to generate the resources it needs to fund any development of services.

### **The Financial Environment in Which the Fire Authority Works**

If adequate resources are needed to deliver the Authority's agenda, then the financial environment in which the Authority operates is critical, and any financial and corporate strategy must take that environment fully into account.

At the present time, and for the foreseeable future, the financial environment in which the Authority operates is difficult. The following factors are the most relevant in this context:

- Minimal year-on-year increases in general government grant;

(When the Authority set its budget and council tax for 2004/05 the government grant taken into account was £8.782m. When setting its budget and council tax for 2007/08 the Authority will be able to take Government grant of £9.152m into account. This is an increase over the four year period of 4%, (£0.37m), much less than the cost of inflation in one of those four years. From 2007/08 onwards the high level revenue budget summary given below assumes an annual increase of 3% but this may be too optimistic.)

- The increasing costs of employing people, particularly important in a labour-intensive service organisation;

(Employee costs represent some 78% of the Authority's revenue budget. Each 1% of increased pay costs adds some £160,000 to the pay bill.)

- External pressures to invest in new and improved services via new legislation and regulation and inspection;
- A buoyant national local authority labour market for professional and technical staff, with low unemployment locally, both demand competitive pay rates to secure good staff;
- Limitations on tax raising powers.

(Any authority that imposes a year-on-year increase in council tax above a level thought by the Government to be appropriate is in real danger of having their tax levels effectively determined by the Government, and of having to re-bill council tax payers if their spending and taxation plans are capped at a lower level than the Authority had decided. At best one can assume that tax increases of only 5% will be acceptable, such an increase yielding some £660,000 p.a. in additional council tax income.)

In short, the revenue consequence of the above factors is that the Fire Authority is operating on a financial "knife edge". Any reduction in government grant from the levels assumed, or higher than expected pay costs, or further squeeze on council tax limits has the potential to dislocate the Fire Authority's business plans.

As this Business Plan shows, the Fire Authority needs to fit in additional investment in services in pursuit of its own agenda if at all possible, but in the situation described above, new investment in services has to be met by reductions in net expenditure elsewhere.

### **The Fire Authority's Strategies for Coping with a Difficult Financial Environment and Finding Funding for Corporate Priorities**

If the financial environment within which the Fire Authority operates is difficult, then it is essential that the Authority adopts a range of responses to the difficulties with which it is faced.

Those responses can be summarised as follows:

- To seek alternative external funding streams to supplement the restricted central government support by general grant, where such funding is focused on priority services;
- To carry out best value and other service and structure/staffing reviews with a view to increasing economy and efficiency without undue impairment of effectiveness;
- To focus on those services which are seen as essential, and to curtail or cease activity in non-essential areas;
- To plan ahead as far as possible in order to identify problems of funding in advance and devise policies for dealing with those problems;
- To adopt a taxation strategy of imposing a council tax increase each year at the capping level determined by central government;
- To seek efficiencies through the organisational changes made to respond to the 'Gershon' agenda, in particular to continue imposing cash-limited budgets where possible, (i.e. budgets that do not increase to take account of inflation);
- To identify key processes where economies of scale can be achieved through joint procurement or service delivery both internally and with external partners;
- To focus workforce planning, staff training and development on the achievement of the identified priority services;
- To focus investment in new and replacement technology on priority services;

- To enable services to be delivered in a single way to multiple access channels, with increasing emphasis on self-service;
- To avoid introducing new services or increasing net expenditure in real terms on existing services, unless compelled to do so by law or unless the priority given to a service demands new investment.

None of the above responses would, on their own, represent an adequate response to the difficulties with which the Authority is faced, but together they represent a pragmatic and powerful response.

### **Capital Investment**

Apart from the money needed to pay for the day-to-day costs of providing services, (staff costs, building and other running costs, transport etc.) the Fire Authority also spends money on new assets and the refurbishment of existing assets, such as fire stations, vehicles and plant and ICT equipment and software. This is what is meant by 'capital investment'.

Funding of capital investment is met from three sources, (leasing finance, borrowing, or direct charges to revenue) all of which have the effect of adding to revenue budget costs either directly in one year in the case of direct revenue funding, or over time in the case of leasing finance and borrowing. This in turn means that capital investment has to be limited to what is essential and that which best serves the Authority's corporate objectives.

Therefore, the Authority operates a framework for decision making about capital investment, which encompasses the Fire Authority's "Asset Management Plan" and "Capital Strategy".

In addition a separate, yet integrated system for capital bids has been introduced, whereby all bids for capital investment are assessed against the corporate objectives.

THREE-YEAR REVENUE ESTIMATES					
	Notes	2006/07 Revised £000s	2007/08 £000s	2008/09 £000s	2009/10 £000s
<b>Base Budget</b>	1	21,370	21,370	22,397	23,331
Less amount needed to be saved to compensate for retrospective adjustments of Government Grants	2	190	-	-	-
Increases for Inflation					
Staff and pensions costs	3	-	571	591	612
Other costs	4		116	118	121
Increases for the cost of financing capital expenditure	5	-	340	224	244
Revised Base Budget	-	21,180	22,397	23,331	24,307
Less Government Support	6	8,563	9,152	9427	9709
Less Collection Fund Surplus	7	53	53	53	53
Precept requirement	8	12,564	13,192	13,852	14,544
Council Tax Base	-	238	238	238	238
Band D Equivalent	-	£52.8	£55.4	£58.2	£61.1
Percentage Increase Over Previous year	9	4.97%	5%	5%	5%

**Notes**

1. This is the net revenue cost of maintaining the Fire and Rescue Service at its current levels after taking into account increased costs arising from inflation and new capital investment.
2. This is the net effect of retrospective adjustments to Government Grants not taken into account when setting the precept for 2006/07.
3. This assumes pay costs, including pensions, will increase by 3.5% per annum.
4. This assumes that other costs will increase by 2.3%, taking into account that some budgets will be cash-limited and not subject to an inflationary increase.
5. This assumes that leasing and debt financing costs will increase by some £160,000 p.a. with the balance being revenue funding of the backlog of capital investment.
6. The provisional grant settlement for 2007/08 has been announced, the assumption thereafter being that grant will increase by 3% per annum.
7. This adjustment reflects any surplus the council tax billing authorities may have in their collection funds.
8. This is the amount which, when divided by the council tax base, produces the council tax required expressed as a Band D equivalent.
9. The assumption made is that capping will apply to any council tax increase over 5% and that the Authority would wish to tax at the capping limit.

## MODERNISATION

### Policy and Legislation

The Government set out its long term reform and improvement agenda in the White Paper ***Our Fire and Rescue Service***, which presents a multitude of changes, including the statutory powers to intervene in response, and to influence organisational planning and development. Government also undertook to introduce an inspection regime and requirements to work in partnership at a local, regional and national level.

Whilst the White Paper was the Government's future vision for the Fire and Rescue Service, it committed itself to maintain the momentum for change by translating annual priorities, which all Fire Authorities should address, into the National Framework document, the first of which was published in July 2004. The most recent was published in April 2006 for 2006-2008, which clearly sets out a number of national objectives it wants to be achieved:

- Reducing the number and severity of fires, and in collaboration with other agencies, road traffic collisions and other emergency incidents occurring in the area for which it is responsible;
- Reducing deaths and the number and severity of injuries in fires, road traffic collisions and other emergency incidents;
- Reducing the commercial, economic and social impact of fires and other emergency incidents;
- Safeguarding the environment and heritage (both built and natural); and
- Providing value for money.

In order to ensure Fire and Rescue Authorities modernise within the objectives of the National Framework, the Government engaged the Audit Commission to introduce an inspection process and during 2005 the Comprehensive Performance Assessment (CPA - see Appendices) was implemented.

This initial inspection was focused on a Fire Authority's corporate capacity in providing leadership and determining priorities with every Authority being judged as either poor, weak, fair, good or excellent. Irrespective of the category all Authorities were required to embed an improvement plan.

One of the most fundamental modernisation changes was the ***Fire and Rescue Services Act 2004*** which includes statutory duties covering the following areas:

- Working to achieve Safer Communities
- A Modern legislative framework
- National Framework direction
- Regional collaboration
- Civil Resilience
- Reinforcement schemes
- Partnership working
- Use of equipment
- Charging for specific services

Examples of how the National Framework is directing change in terms of regional collaboration through Regional Management Board is:

- Establishing a regional approach to training.
- Establishing regional Control Centres (see overleaf).
- Introducing regional Human Resources and Personnel functions.
- Introducing regional procurement within the context of a national procurement strategy.
- Putting into place effective regional resilience plans for large scale emergencies.
- Integrating regional common and specialist services.

The National Framework requires all Fire Authorities to set out how they intend to modernise through a planning process based upon management information (FSEC) and this should be set out in their Integrated Risk Management Plans (IRMP).

Since April 2003 every Fire and Rescue Authority has been required to produce a local IRMP in order to achieve the Government's expectations for the Fire and Rescue Service and set out how it is going to deploy its resources to tackle local risks and improve the safety and well-being of its communities. The nature of the document should be forward looking with the approach and detail of business and change management plans.

### Achievements

As Wiltshire FRS looks forward to the challenges ahead, prioritised in this Business Plan, it would be helpful to appreciate some achievements in the last two years:

- Fire Authority restructure, combining effective business practices in Programme management and new forms of community leadership and engagement.
- Changed the name and broadened the vision, becoming Wiltshire Fire & Rescue Service, to reflect a wider role in community protection.
- Broadened partnership engagement to the most strategic levels and improved tactical engagement with joint service delivery.
- Improved and expanded medical co-responding service in partnership support of the ambulance service.
- Building the organisation's capacity to develop leadership, for elected members and staff now and for successors.
- Challenged the need to have some posts filled by uniformed firefighting staff, when many of these jobs, or alternative jobs, could be undertaken by professional staff from a non-operational background.
- Changed the way the organisation mobilise appliances and people.
- Improved duty systems for middle and senior operational managers to improve access and availability and contribute more to family-friendly working conditions.
- Restructured the way local operational groups are managed, providing local leadership and accountability.
- Improved internal IT systems with Broadband access rolled out to every fire station.
- Developed the Integrated Personal Development System, within which each of the operational staff members learns, develops, and progresses their individual careers.
- Removed the concept of holding rank, and reward people within a role-based structure.
- Contribute across the South West region and nationally on the widest range of research and policy development initiatives, supported by the contribution to the new Regional Management Board. Recent policy development has included new arrangements for managing discipline and grievances, as well as attendance management.
- Improved knowledge management processes and improving Performance Management so success is known when it is achieved.

But there is more to do and this Plan sets out those priorities.

## Regional Control Centres – FiReControl Project

The Government is progressing with its plan to deliver a national network of nine Fire and Rescue control centres (FiReControl) using the new national radio network (FireLink). The new control centres will be built to the same timetable and under the same programme as the FireLink radio project to maximise financial and operating efficiency

Each region will be required to establish a management company to run each Control Centre of which individual Fire Authorities within each region will be a legal partner. Regional Management Boards must achieve the following:

- Phased transition from existing control rooms to the new control centres, integrated with the roll-out of FireLink and delivered by the end of 2009/10;
- Ensure that the new control centres comply with national guidance to be issued on staff roles, training and mobilising procedures, and resilience;
  - Establishment of the management company;
  - Ensure that they observe national guidance on operating and mobilising procedures and associated systems;
  - Establish the necessary interfaces between the national network and constituent Fire and Rescue Authorities;
  - Ensure that the control centres observe convergence and resilience requirements to be issued and that the staff maintain data for which they are responsible according to standards that will be defined.

*“The Fire Authority is actively involved in the South West Regional Management Board (RMB)”.*

WFB CPA Report - July 2005

## Integrating Value for Money

By taking an integrated approach to securing value for money, Wiltshire FRS can respond to the challenging agenda which includes the forthcoming Comprehensive Performance Assessment (CPA), Annual Efficiency Statement and the need to challenge, compare, consult, compete and collaborate.

**Challenge** why, how and by whom a service is being provided.

**Compare** performance with others across a range of relevant indicators, taking into account the views of both service users and potential suppliers.

**Consult** with local stakeholders as to their experience of local services and their aspirations for the future.

Use fair and open **competition** wherever necessary as a means of securing efficient and effective services.

**Collaborate** with other organisations to improve quality.

## Using Best Value to Deliver Value for Money

Whilst the requirement to undertake Best Value Reviews of all service functions has been removed it is accepted that a review can help where:

- There is a need to improve performance on a strategic or national priority;
- There is evidence that the cost element of a service provision is significantly out of line with comparable services elsewhere;
- Significant efficiency savings may be available working with neighbouring services or through common service delivery;

- It is unclear if a service is still needed or whether its contribution is as effective as it could be; or
- There is a prima facie case for a new service or new configuration of an existing service.

*"The Fire Authority actively pursues value for its money".*

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### Scoping of Reviews and Commissioning

Scoping will consider the objectives of the project and ensure that it is achieving improvements that are ambitious, challenging, and likely to deliver value for money. Whilst it is not suggested that the process itself should be an onerous one, by drafting the Project Commissioning Document in an inclusive way, including team members who will be involved in the delivery of the project, internal and external service users, other Fire Authorities and internal service managers, then the potential scope can be expanded.

Every priority is required to undergo a commissioning process, when a summary of key project information is presented to Management Board – this is an important exercise to ensure the potential scope of the project is adequately challenging and provides ample opportunity to consider the Value for Money and Use of Resources options.

### Challenge

*Why and how a service is provided or the way a function is discharged?*

Consideration needs to be given to the widest possible range of service delivery options, including alternatives such as supporting the provision of services from within the community itself, or introducing new approaches to meet community needs.

Effective types of challenge:

- Elected members, senior managers and front line staff, who have knowledge of the current service or function being discharged;
- The public – user perspective and current arrangements of how things are working or could be improved;
- Other Fire Authorities, organisations or local businesses.

### Comparison

*Informed comparison is critical.*

Look for examples of good practice, find out better performing organisations and find out why and even visit a number of organisations to gain an insight into their way of working.

There are numerous sources of useful information, which can be used. A good starting point would be the Audit Commission's web tool:

<http://www.audit-commission.gov.uk/cpa/fire/IfFireCPA/>

Here are a number of other useful sources of available information:

<http://www.odpm.gov.uk/index.asp?id=1123799>  
<http://www.ideaknowledge.gov.uk/idk/core/page.do?pageId=1>

<http://www.rcoe.gov.uk/rce/core/page.do?pageId=1>  
[http://www.cfoa.org.uk/cfoa\\_public/](http://www.cfoa.org.uk/cfoa_public/)

<http://www.improvementnetwork.gov.uk/imp/core/page.do?pageId=1>

## Consultation

*Place outcomes at the heart of what you are trying to achieve.*

It is imperative that consultation is an integral element of any form of review – this will become even more important in any future inspection methodology with it being based upon outcomes.

*“The Fire Authority also undertook explicit consultation concerning the IRMP, with meetings arranged with local businesses”.*

WFB CPA Report – July 2005

Therefore local taxpayers, users, staff, trade unions and employee associations must be part of this process. Constant understanding of the quality of service delivery through quantitative and qualitative research must form part of any options considered as part of a review.

## Competition

*Ask why we do things this way?*

There is no doubt that effective procurement has secured real value for money over a number of years. However, consider the practical range of options for delivering services that questions the result prior to securing the most economic solution. There may be limitations but be explicit and show that these have been investigated and the reasons why they are not viable.

*“The Fire Authority has a history of innovation and working with others the Authority was among the first to deploy retained firefighters on community safety work”.*

WFB CPA Report – July 2005

## Collaboration

*Is there a way we can work together to improve the quality?*

Whilst economic considerations are important, there are a number of options which could be available that would enhance the service and provide a better quality and more sustainable delivery. The manner of delivery could be through means such as a Memorandum of Understanding or Service Level Agreement, depending upon the nature of the arrangement. This could bring added value in terms of joint intellectual effort or resources.

**BRINGING IT ALL TOGETHER – OUR PRIORITIES**

**Figure 5 - Corporate Risk and Priorities within the Governance Framework**

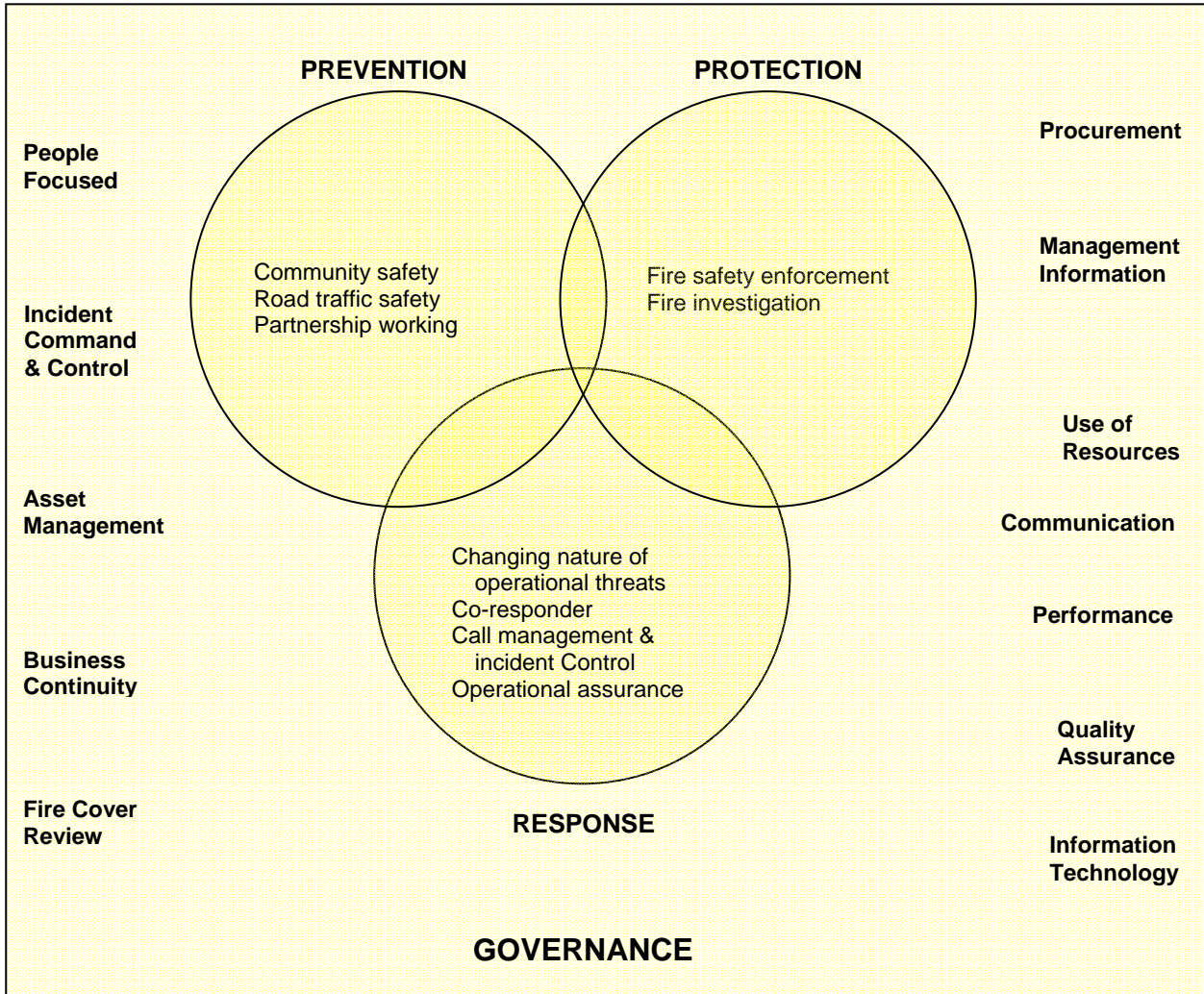


Figure 5 illustrates how the Business Plan 2006-2010 populates the three control elements of Prevention, Protection and Response, while Corporate Risk is prioritised within the surrounding Governance framework.

The identification and control of Corporate Risk is managed through policy and process, with a risk register maintained by the Corporate Risk Registry. Elected members and all levels of supervisory and managerial staff have received training in how to manage risk. This achievement is an outcome of our IRMP 2004/06.





The following pages provide a summary for each of the priorities that have been identified and how each are linked with outcomes, timescales, targets and further action to be undertaken.



*“The Fire Authority has a sound retained recruitment approach with strong retained support systems and this has allowed it to establish a full complement of retained firefighters”.*

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## PRIORITIES

The following provides a key to the information in each of the following Workstream summaries:

<b>Objective/Workstream numbered link</b>			
<b>Workstream Title:</b>			
<b>Workstream Description:</b> An overview of what the project is seeking to achieve			
<b>Workstream Outcome:</b> This will explain the difference the workstream will make for the public, staff, stakeholders and partners			
<b>Linked Priorities:</b>	1B, 1C, 1D		
<b>CPA Improvement Plan (2005) Links</b>	Action references are Human Resources (HR), Member Engagement (ME), Performance Management (PM), Service Planning (SP).		
<b>Timescales:</b>	2006/07	2007/08	2008/09      2009/10
Amber = work underway Green= work to be completed			
<b>Key actions, plans &amp; strategies:</b>			
<b>Targets:</b>	<b>Actions:</b>		
Will set out targets for performance indicators for the next 3 years (both national & local) as outlined in the Supplement. A list of the indicators is also provided in the Appendices.	 Consultation to be undertaken  Value for money  Policy decision  Resource allocated		



<b>PRIORITY 1A</b>																				
<b>To Become a People Focused Organisation</b>																				
<p>To develop and manage employees to deliver continuous improvement, through a motivated and diverse workforce and to ensure that all staff maximise their efficiency as one team, focus their work towards delivering service objectives and that Wiltshire FRS have the right people, in the right place for the right reasons and it develops a professional standards manual which links individual roles and the good governance model (CIPFA/SOLACE).</p>																				
<p><b>Workstream Outcome:</b></p> <p>That Wiltshire FRS drives down the impact and severity of emergency incidents with motivated and efficient staff, which provides a value for money service for the people of Wiltshire &amp; Swindon.</p>																				
<b>Linked Priorities:</b>	1B, 2A, 2F, 4A, 4D, 4E																			
<b>CPA Improvement Plan (2005) Links:</b>	HR1 – 6, SP1, PM5, ME2																			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10																
<p><b>Key actions, plans &amp; strategies:</b></p> <table border="0"> <tr> <td>Business Plan – review of core values and behaviours</td> <td>Attendance Management</td> </tr> <tr> <td>HR Strategy</td> <td>Grievance &amp; Discipline Policies</td> </tr> <tr> <td>Regional HR Workstreams</td> <td>Performance Development</td> </tr> <tr> <td>IPDS</td> <td>Training &amp; Development Strategy/IPDS</td> </tr> <tr> <td>CRB Checks</td> <td>Equality &amp; Diversity</td> </tr> <tr> <td>Rank to Role</td> <td>Incident Debriefing</td> </tr> <tr> <td>Succession Planning</td> <td>Overtime Policy</td> </tr> <tr> <td>Assessment Development Centres</td> <td>Professional Standards Manual</td> </tr> </table>					Business Plan – review of core values and behaviours	Attendance Management	HR Strategy	Grievance & Discipline Policies	Regional HR Workstreams	Performance Development	IPDS	Training & Development Strategy/IPDS	CRB Checks	Equality & Diversity	Rank to Role	Incident Debriefing	Succession Planning	Overtime Policy	Assessment Development Centres	Professional Standards Manual
Business Plan – review of core values and behaviours	Attendance Management																			
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Regional HR Workstreams	Performance Development																			
IPDS	Training & Development Strategy/IPDS																			
CRB Checks	Equality & Diversity																			
Rank to Role	Incident Debriefing																			
Succession Planning	Overtime Policy																			
Assessment Development Centres	Professional Standards Manual																			
<p><b>Targets:</b></p> <p>BVPI 2a, 2b, BVPI 11(a), 11(b), BVPI 12(i)(ii), BVPI 17(i), BVPI 157, BVPI 210</p>		<p><b>Actions:</b></p> <p>£ Value for money   Policy decision   Resource allocated</p>																		



*“The Fire Authority is now working closely with other members of the board and making a significant contribution on the implementation of the integrated personal development system (IPDS), regional policies for human resources, equality and diversity, and procurement, plus the implementation of the regional control centre.”*


WFB CPA Report - July 2005


<b>PRIORITY 1B</b>				
<b>Incident Command &amp; Control Training</b>				
To ensure that all operational staff maintain competence and are effective in managing incidents at gold, silver and bronze levels.				
<b>Workstream Outcome:</b> To minimise operational risks and maintain public assurance in dealing with incidents.				
<b>Linked Priorities:</b>	1A, 2H, 4D			
<b>CPA Improvement Plan (2005) Links:</b>	HR4			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
<b>Key actions, plans &amp; strategies:</b> Risk Management Training & Development Strategy/IPDS Incident Debriefing HR Strategy Mutual Assistance				
<b>Targets:</b> BVPI 142(i)(ii)(iii), BVPI 143(i)(ii), BVPI 144, BVPI 146, BVPI 149, BVPI 150, BVPI 206		<b>Actions:</b> ☛ Resource allocated		

<b>PRIORITY 2A</b>				
<b>Community Safety</b>				
To maximise the deployment of our prevention and protection resources to those at greatest risk, to ensure we drive down the impact and severity of emergency incidents, and contribute to building a safer and stronger community.				
<b>Workstream Outcome:</b> To develop a robust Community Safety Strategy that is based upon risk, with targeted prevention work for defined people at risk, ensuring development is linked to wider partnership aims and objectives, including Local Area Agreements and the development of neighbourhood policing.				
<b>Linked Priorities:</b>	1A, 2B, 2C, 4A, 4C, 4D, 4F			
<b>CPA Improvement Plan (2005) Links:</b>	SP12			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
<b>Key actions, plans &amp; strategies:</b> Communities Programme Community Safety Strategy Reaching the “Hard to Reach” Groups Enforcement Fire Safety HR Strategy CRB Checks Regional HR Workstreams IPDS Performance Development Reviews Equality & Diversity Training & Development Strategy Risk Management Crewing and Staffing Level Review				
<b>Targets:</b> BVPI 142(i)(ii)(iii), BVPI 143(i)(ii), BVPI 144, BVPI 146, BVPI 149(ii)(iii), BVPI 150, BVPI 206 (i)(ii)(iii)(iv), BVPI 208, BVPI 209 (i)(ii)(iii)		<b>Actions:</b> ☒ Policy decision ☛ Resource allocated		

PRIORITY 2B						
Road Traffic Safety						
<p>To work in a multi-agency approach to contribute to the “five Es” of reducing Road Traffic Collisions (RTCs):</p> <ul style="list-style-type: none"> <li>▪ Engineer out the problems</li> <li>▪ Enforce against poor driver behaviour</li> <li>▪ Educate the community in road safety and promote good driver behaviour</li> <li>▪ Provide casualty centred Emergency response, and</li> <li>▪ Evaluate the impact of reduction initiatives</li> </ul>						
<p><b>Workstream Outcome:</b></p> <p>To reduce the number of casualties and fatalities amongst children and young people and to reduce the economic impact of RTCs on the people of Wiltshire and Swindon.</p>						
<b>Linked Priorities:</b>		1A, 2A, 2C, 4F				
<b>Timescales:</b>		2006/07	2007/08	2008/09		
<p><b>Key actions, plans &amp; strategies:</b></p> <table border="0"> <tr> <td>Training &amp; Development Strategy/IPDS Crewing and Staffing Level Review Risk Management Communities Programme</td> <td>Community Safety Strategy Reaching the “Hard to Reach” Groups Enforcement Fire Safety</td> </tr> </table>					Training & Development Strategy/IPDS Crewing and Staffing Level Review Risk Management Communities Programme	Community Safety Strategy Reaching the “Hard to Reach” Groups Enforcement Fire Safety
Training & Development Strategy/IPDS Crewing and Staffing Level Review Risk Management Communities Programme	Community Safety Strategy Reaching the “Hard to Reach” Groups Enforcement Fire Safety					
<p><b>Targets:</b></p> <p>Contribute to the PSA Target to achieve a 50% reduction in fatal and serious road traffic casualties by 2010 (2001 level as baseline)</p>		<p><b>Actions:</b></p> <p> Policy decision</p> <p> Resource allocated</p>				

PRIORITY 2C						
Developing Effective Partnership Working						
<p>Undertake a review of all partnership working: regional, statutory and voluntary in line with Audit Commission guidance “Governing Partnership – Bridging the Accountability Gap”.</p>						
<p><b>Workstream Outcome:</b></p> <p>To ensure Wiltshire FRS values partnership working, supports volunteering that strengthens neighbourhoods and communities, and that its approach assists in the delivery of its Aim and Objectives within a published Partnership policy.</p>						
<b>Linked Priorities:</b>		1A, 2A, 2B, 2F, 2I, 3B, 4A, 4C, 4D, 4E, 4F				
<b>CPA Improvement Plan (2005) Links:</b>		SP7, SP10				
<b>Timescales:</b>		2006/07	2007/08	2008/09		
<p><b>Key actions, plans &amp; strategies:</b></p> <table border="0"> <tr> <td>HR Strategy Training &amp; Development Strategy/IPDS Crewing and Staffing Level Review</td> <td>Risk Management Regional HR Workstreams Mutual Assistance</td> </tr> </table>					HR Strategy Training & Development Strategy/IPDS Crewing and Staffing Level Review	Risk Management Regional HR Workstreams Mutual Assistance
HR Strategy Training & Development Strategy/IPDS Crewing and Staffing Level Review	Risk Management Regional HR Workstreams Mutual Assistance					
<p><b>Targets:</b></p> <p>BVPI 142(i)(ii)(iii), BVPI 143(i)(ii), BV144, BVPI 146(i), BVPI 149(i)(ii)(iii), BVPI 150, BVPI 206 (i)(ii)(iii)(iv) BVPI 207, BVPI 208, BVPI 209(i)(ii)(iii)</p>		<p><b>Actions:</b></p> <p>£ Value for money</p> <p> Policy decision</p> <p> Resource allocated</p>				

PRIORITY 2D				
Operational Assurance				
Integrate the <i>Operational Assessment of Service Delivery</i> toolkit into business planning framework to ensure continuous compliance with operational service improvement.				
<b>Workstream Outcome:</b> To build a safer society and sustainable communities by working in partnership with others to promote community safety, whilst reducing death and injury, damage to property and damage to the environment from fire and other emergencies.				
<b>Linked Priorities:</b>		1B, 2A, 2B, 2C, 4C, 4D		
<b>CPA Improvement Plan (2005) Links:</b>		SP1, SP10, SP11, PM1-5		
<b>Timescales:</b>		2006/07	2007/08	2008/09
<b>Key actions, plans &amp; strategies:</b> Business Plan IPDS				
<b>Targets:</b> BVPI 142(i)(ii)(iii), BVPI 143(i)(ii), BVPI 144, BVPI 146, BVPI 149, BVPI 150, BVPI 206		<b>Actions:</b>  Policy decision		

PRIORITY 2E				
Respond to the Changing Nature of Operational Threats				
Ensure the capability to provide a co-ordinated and resilient response to the increased risk from conventional (e.g. flooding) and CBRN (Chemical, Biological, Radiological and Nuclear) and terrorist incidents.				
<b>Workstream Outcome:</b> The ability to protect the people of Wiltshire and Swindon from the emerging threats and driving down the impact and severity of emergency incidents.				
<b>Linked Priorities:</b>		1B, 4D		
<b>Timescales:</b>		2006/07	2007/08	2008/09
<b>Key actions, plans &amp; strategies:</b> Training & Development Strategy/IPDS Fire Cover Review				
		Mutual Assistance		
<b>Targets:</b> BVPI 150		<b>Actions:</b> £ Value for money  Resource allocated		

<b>PRIORITY 2F</b>				
<b>Work in Partnership to Implement Co-responder Scheme</b>				
To continue developing the co-responder partnership with the Great Western Ambulance (NHS) Trust, ensuring that essential de-fibrillator treatment and associated life-saving support is offered by Wiltshire FRS personnel in rural areas within an agreed framework.				
<b>Workstream Outcome:</b> To improve life safety services for the people of Wiltshire and Swindon in rural areas and maximise the organisation's ability to reduce deaths and the number and severity of injuries.				
<b>Linked Priorities:</b>	1A, 2C, 2H, 4D			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
<b>Key actions, plans &amp; strategies:</b> Training & Development Strategy/IPDS                      Mutual Assistance				
<b>Targets:</b> BVPI 143(i)		<b>Actions:</b> ### Resource allocated		

<b>PRIORITY 2G</b>				
<b>Fire Safety Enforcement - Regulatory Reform Order</b>				
To introduce a risk based approach to managing Fire Safety when the new Regulatory Reform Order is enacted in October 2006.				
<b>Workstream Outcome:</b> To ensure that Fire Safety enforcement and Fire Prevention in the community is targeted to secure meeting the Public Service Agreement (PSA) and that "relevant premises" comply with the Regulatory Reform Order 2005.				
<b>Linked Priorities</b>	2A, 3B, 4A, 4D, 4F			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
<b>Key actions, plans &amp; strategies:</b> Risk Management    Community Safety Strategy Operational & Quality Assurance                      HR Strategy				
<b>Targets:</b> BVPI 149(i)(ii), BVPI 207, LPI 9		<b>Actions:</b> ### Resource allocated		

**PRIORITY 2H**

**Call Management and Incident control**

To maintain competent control room staff, which effectively communicate and deploy resources appropriately, to reduce the impact and severity of emergency incidents and ensure a phased transition to the new regional control centres (FiReControl), which is integrated into the FireLink project.

**Workstream Outcome:**

Competent control centre staff can ensure the efficient deployment of resources and maximise the ability to drive down the impact and severity of emergency incidents.

**Linked Priorities:**

3A, 4D

**Timescales:**

2006/07

2007/08

2008/09

2009/10

**Key actions, plans & strategies:**

Community Safety Strategy	HR Strategy
Training & Development Strategy/IPDS	Business Continuity
Operational & Quality Assurance	

**Targets:**

BVPI 15(ii), BVPI 143(ii), BVPI 146, BVPI 208

**Actions:**

### Resource allocated

**PRIORITY 2I**

**Fire Investigation**

Adopt the model protocol to ensure specialist fire investigation capacity is pooled to provide an effective and efficient regional fire investigation service.

**Workstream Outcome:**

The ability to investigate the causes of fires and reasons for fire spread enables Wiltshire FRS to manage risk and develop preventative and protection services, as well as assist the Police in their investigations of arson.

**Linked Priorities:**

1A, 1B, 2C, 4A, 4D, 4F

**Timescales:**

2006/07

2007/08

2008/09

2009/10



**Key actions, plans & strategies:**

HR Strategy  
Training & Development Strategy/IPDS  
Operational & Quality Assurance

**Targets:**

BVPI 142(i)(ii)(iii), BVPI 143(i)(ii), BVPI 144, BVPI 206(i)(ii)(iii)(iv)

**Actions:**

 Consultation to be undertaken  
 £ Value for money  
 Policy decision

**PRIORITY 3A**

**Effective Management of our Assets**

Implement a strategy and maintain an action plan for the management (and disposal where viable) of our buildings and develop the business case for an operational asset management system (including a maintenance and renewal programme)

**Workstream Outcome:**

That Wiltshire FRS has a proactive maintenance, renewal and disposal programme, which minimises risks and ensures economic use of our resources.

**Linked Priorities:** 2H, 3C, 4A, 4C, 4D, 4F

**CPA Improvement Plan (2005) Links:** SP6

<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
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**Key actions, plans & strategies:**

Property Management Strategy & Action Plan	Asset Register
Asset Management System: Cost Benefit Analysis	Risk Management Plan
Business Continuity Plan	
Environmental Policy	

**Targets:**

BVPI 8, BVPI 150, LPI 11, LPI 12, LPI 23, LPI 26, LPI 27, LPI 25

**Actions:**

£ Value for Money  
 Policy decision  
 Resource allocated

**PRIORITY 3B**

**Business Continuity – Civil Contingencies Act 2004**

To put in place business continuity management arrangements, to ensure our ability to respond to emergency incidents in the event of disruption to resources and to maintain at least minimal levels of effective support services.

**Workstream Outcome:**

The people of Wiltshire and Swindon can be assured that effective response to emergency incidents can be continued in the event of disruption to our resources.

**Linked Priorities:** 1B, 2C, 2E, 3A, 4D

**CPA Improvement Plan (2005) Links:** SP6, SP14, SP15

<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
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

**Key actions, plans & strategies:**

HR Strategy	Risk Management
Training & Development Strategy/IPDS	
Operational & Quality Assurance	

**Targets:**


BVPI 150

**Actions:**

 Policy decision  
 Resource allocate




PRIORITY 3C				
Embed a Robust Procurement Strategy				
To secure value for money through economic procurement of goods and services, and to work to ensure that effective management of assets and efficient use of resources maintains operational assurance.				
<b>Workstream Outcome:</b> To assure the people of Wiltshire and Swindon that Wiltshire FRS delivers high operational standards that drive down the impact and severity of emergency incidents at a cost comparable to top national performers.				
<b>Linked Priorities:</b>	3A, 3B, 4A, 4C, 4D, 4F			
<b>CPA Improvement Plan (2005) Links:</b>	SP1			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
<b>Key actions, plans &amp; strategies:</b> Property Management Strategy & Action Plan Asset Management System: Cost Benefit Analysis Review Training Provision Risk Management Plan Equality & Diversity Business Continuity Plan				
<b>Targets:</b> Defined in Procurement Strategy BVPI 8, BVPI 150		<b>Actions:</b> £ Value for money # Resource allocated		




PRIORITY 3D				
Information Technology & Communication Systems				
To ensure that information technology and communication solutions are identified and developed to provide effective and efficient means of delivering and supporting a Communities Programme which delivers continuous improvement.				
<b>Workstream Outcome:</b> Integrate efficient systems to ensure the effective use and deployment of resources so as to achieve value for money.				
<b>Linked Priorities:</b>	1B, 2H, 3A, 3B, 3C, 4A, 4D			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
<b>Key actions, plans &amp; strategies:</b> Information Technology Strategy Medium Term Financial Plan				
<b>Targets:</b> BVPI 157, LPI 16, LPI 17, LPI 18		<b>Actions:</b>		

<b>PRIORITY 4A</b>				
<b>Use of Resources is Integrated into the Organisation</b>				
To prove effective, efficient and economic use of resources that deliver high operational standards and value for money				
<b>Workstream Outcome:</b>				
To prove that Wiltshire FRS is improving and performing well and delivering to the needs and expectations of the people of Wiltshire and Swindon.				
<b>Linked Priorities:</b>		1A, 2A, 2C, 3A, 3B, 3C, 4D, 4E		
<b>CPA Improvement Plan (2005) Links:</b>		SP3		
<b>Timescales:</b>		2006/07	2007/08	2008/09
<b>Key actions, plans &amp; strategies:</b>				
Medium Term Financial Strategy Treasury Management Document Control Action Plan (Trove) Peer Review & External Scrutiny (ISO etc) Mutual Assistance Governance Policies: Whistle Blowing; Code of Conduct; Register of Interests & Gifts		Capital Programme IT Strategy Benchmarking Joint Service Provision Attendance Management IPDS Fire Cover Review Performance Management		
<b>Targets:</b>		<b>Actions:</b>		
Audit Commission CPA: Use of resources: performing well & Direction of Travel: improving well BVPI 150, BVPI 157		£ Value for money  Policy decision		

<b>PRIORITY 4B</b>				
<b>Communications Strategy</b>				
Implement a communications and consultation framework which engages with staff, people, partners and stakeholders enabling them to influence the future direction of the organisation. To promote good news of our achievements and to respond to the needs and expectations of the people of Wiltshire & Swindon.				
<b>Workstream Outcome:</b> That the changing needs and expectations of the people of Wiltshire & Swindon influence the strategic and operational priorities and that effective communication contributes to building a safer and stronger community.				
<b>Linked Priorities:</b>	1A, 1B, 2A, 2H, 4A, 4D, 4F			
<b>CPA Improvement Plan (2005) Links:</b>	HR3, SP8, SP11, ME2			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
<b>Key actions, plans &amp; strategies:</b> Management Board Protocols Operational & Quality Assurance Reaching the "Hard to Reach" Strategy HR Strategy Equality & Diversity				
<b>Targets:</b> BVPI 2a, 2b, BVPI 146, BVPI 157, BVPI 209(iii)		<b>Actions:</b> ☛ Consultation to be undertaken £ Value for money 📄 Policy decision		

<b>PRIORITY 4C</b>				
<b>Managing Performance</b>				
Embedding a culture that promotes the effective management of performance, and delivers continuous improvement through the economic and efficient use of resources.				
<b>Workstream Outcome:</b> An organisational culture that drives improvements that reduce the impact and severity of emergency incidents and that is value for money.				
<b>Linked Priorities:</b>	1A, 3A, 3C, 4A, 4E			
<b>CPA Improvement Plan (2005) Links:</b>	PM1 – 5, SP9			
<b>Timescales:</b>	2006/07	2007/08	2008/09	2009/10
<b>Key actions, plans &amp; strategies:</b> Performance Management Framework Strategy Risk Management IT Strategy				
<b>Targets:</b> BVPI 150, BVPI 157		<b>Actions:</b> £ Value for Money 📄 Policy decision 👥 Resource allocated		

PRIORITY 4D				
Quality Assurance				
<p>To implement a robust operational and quality framework that provides an externally verified system of continuous assurance that achieves high performance and demonstrates value for money.</p>				
<p><b>Workstream Outcome:</b></p> <p>The people of Wiltshire and Swindon can be assured of a high performing service, which drives down the impact and severity of emergency incidents that is based upon changing risks and is value for money.</p>				
<b>Linked Priorities:</b>		1B, 2H, 3A, 3B, 4A, 4E, 4F		
<b>Timescales:</b>		2006/07	2007/08	2008/09
<p><b>Key actions, plans &amp; strategies:</b></p> <p>HR Strategy Business Plan</p> <p>Training &amp; Development Strategy/IPDS</p>				
<p><b>Targets:</b></p> <p>BVPI 142(i)(ii)(iii), BVPI 143(i), (ii), BVPI 144, BVPI 146, BVPI 149, BVPI 150, BVPI 206(ii)(iii)(iv), BVPI 207, BVPI 208, BVPI 209(i)(ii)</p>		<p><b>Actions:</b></p> <p> Consultation to be undertaken</p> <p>£ Value for money</p> <p> Policy decision</p> <p> Resource allocated</p>		

PRIORITY 4E				
Fire Cover Review				
<p>To review the weight of response, the role and disposition of appliances and equipment, and the duty systems and disposition of staff used to crew those appliances, ensuring the most efficient and effective use of resources.</p>				
<p><b>Workstream Outcome:</b></p> <p>To re-deploy appliances and to introduce duty systems as appropriate that will maximise capacity to deliver Wiltshire FRS's priorities in driving down the impact and severity of emergency incidents.</p>				
<b>Linked Priorities:</b>		1A, 2A, 2H, 4A, 4D, 4F		
<b>Timescales:</b>		2006/07	2007/08	2008/09
<p><b>Key actions, plans &amp; strategies:</b></p> <p>Appliance and Staffing Level Review Business Continuity</p> <p>Risk Management Mobilising review Pre-Determined Attendance review</p>				
<p><b>Targets:</b></p> <p>BVPI 142(i)(ii)(iii), BVPI 143(i)(ii), BVPI 144, BVPI 146(i), BVPI 149(i)(ii), BVPI 150, BVPI 206(i)(ii)(iii)(iv), BVPI 207, BVPI 208</p>		<p><b>Actions:</b></p> <p> Consultation to be undertaken</p> <p>£ Value for money</p> <p> Policy decision</p> <p> Resource allocated</p>		

**PRIORITY 4F**

**Reducing the Level of Risk Through Effective Management Information**

Ensuring future deployment of resources and preventative work is targeted on the basis of robust risk management information (FSEC and CFRMIS) and wherever possible to use external accreditation of data used (FSEC health check)

**Workstream Outcome:**

Effective use and deployment of resource will enable Wiltshire FRS to respond to emerging and changing risks, through preventative and protection work to drive down the impact and severity of emergency incidents.

**Linked Priorities:**

1A, 1B, 2A, 2B, 3B, 3C, 4A, 4D

**CPA Improvement Plan (2005) Links:**

SP9, PM1

**Timescales:**

2006/07

2007/08

2008/09

2009/10

**Key actions, plans & strategies:**

Appliance and Staffing Level Review  
 Business Continuity  
 Training & Development Strategy/IPDS  
 Crewing and Staffing Level Review

Risk Management  
 Community Safety Strategy  
 Mutual Assistance

**Targets:**

BVPI 142(i)(ii)(iii), BVPI 143(i)(ii), BVPI 144,  
 BVPI 146(i), BVPI 149(i)(ii)(iii), BVPI 150,  
 BVPI 206(i)(ii)(iii)(iv), BVPI 207, BVPI 208,  
 BVPI 209(i)(ii)(iii)

**Actions:**

£ Value for money  
 ¶¶ Resource allocated

## MEASURING PERFORMANCE

### What needs to be done?

Wiltshire FRS has carried out a careful evaluation of what needs to be done to improve and has captured those things that have been identified as priorities – nationally (National Framework document), regionally (Regional Management Board work streams) and locally (CPA, organisational, fire authority and partners).

The Service recognises that to achieve the necessary results it needs to adopt a systematic approach to improvement based upon a number of principles:

- To adopt a project management approach focused on accountability and outcomes.
- To monitor progress rigorously, to deliver what is needed to be delivered.
- To communicate progress to all members and staff and involve people in the work to develop and implement improvements.
- Use the process and outcomes to inform debate within the service about its aim for the future.

### The Programme Management Approach

To ensure delivery of outcomes the improvement priorities are organised under the four strategic objectives:

- **People**
- **Communities**
- **Resources**
- **Finance & Performance**

Programme Managers will head each objective.

## The Programme Manager

The Programme Manager is responsible for the overall delivery of projects and activities within their programme themes. The role is not to undertake the projects but to support their Workstream Directors and Project Managers, making sure that projects and activities within their programme are co-ordinated.

The Programme Managers will be accountable to the Management Board to:

- Manage the overall delivery of the plan.
- Ensure that programmes, workstreams and projects are being co-ordinated.
- Agree and take decisions on resources.
- Remove blockages that are preventing delivery of workstream outcomes.
- Take decisions to vary projects and to sign off completed projects or add new projects to the plan.

The Programme Managers for the four Objectives are:

1. **People** - ACFO
2. **Communities** - ACFO
3. **Resources** - DCFO
4. **Finance & Performance** - DCFO

### The Workstream Director

All Workstreams are linked to one of the objectives and will be led by a Workstream Director who will be accountable for the delivery of the individual projects and activities.

It is for the Workstream Director to plan and control the detailed projects and activities within the workstream and agreed outputs and outcomes within agreed timescales, costs and to the required quality standards.

Workstream Directors are part of the Management Board and present monitoring reports from Project Managers on milestones identified in their projects as well as resource requirements.

### The Project Manager

- If a project team is involved the Project Manager is responsible for the team and to:
- Manage and deliver the project using an appropriate control method.
- Keep the Workstream Director fully informed of progress.
- Monitor progress and take corrective action if needed.
- Liaise with other Project Managers to ensure effective integration between projects and to avoid duplication.
- Prepare progress reports for the Workstream Director and exception reports in the event of resource shortfalls or milestones being missed.

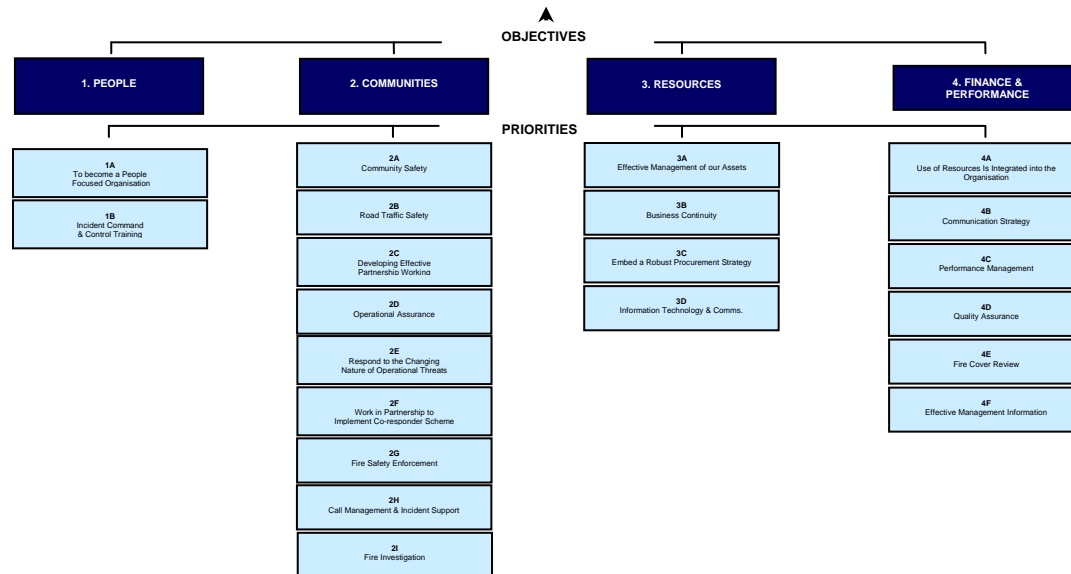
### Commissioning and Initiation

All Workstreams and Projects have been evaluated through completion of a Commissioning and Initiation process.

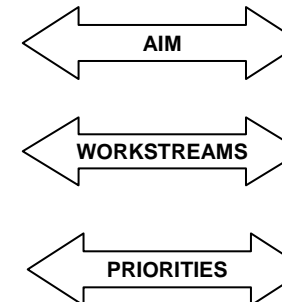
Each Workstream will be subjected to a commissioning stage when the Workstream Director will present the following details to the Management Board:

- What are the Workstream Objectives?
- What are the desired outcomes that the workstream will deliver?
- How will these be measured?
- Are linkages between projects in the workstream understood with working arrangements, cross-referencing and cross working? With specific reference to cross resourcing to support teams (Personnel, Training, Finance etc)? If not, outline key dates for resources from these teams and for additional capacity to be endorsed by Management Board in a timeline.
- What are the milestones and timescales for the Workstream and its Projects? These will be recorded as key reporting dates to the Management Board through a performance framework.
- Project Initiation Documents (PIDs) will then be produced for each Project commissioned within the Workstream.

*"To continue providing an efficient and effective Fire & Rescue Service, protecting the people in Wiltshire & Swindon, by working together with others to make our communities safer and stronger."*



**STEP THREE**



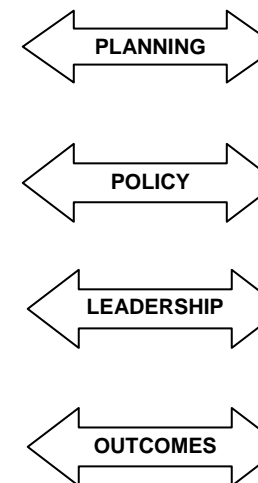
**STEP ONE**

Each Priority will be subject to:

- Commissioning Exercise**
- Purpose
  - Priority Objectives
  - Outcomes
  - Measures
  - Milestones & timescales – key resource dates
  - Resources – cross resourcing & referencing
    - Time
    - People
    - Money
  - Project Manager

**STEP TWO**

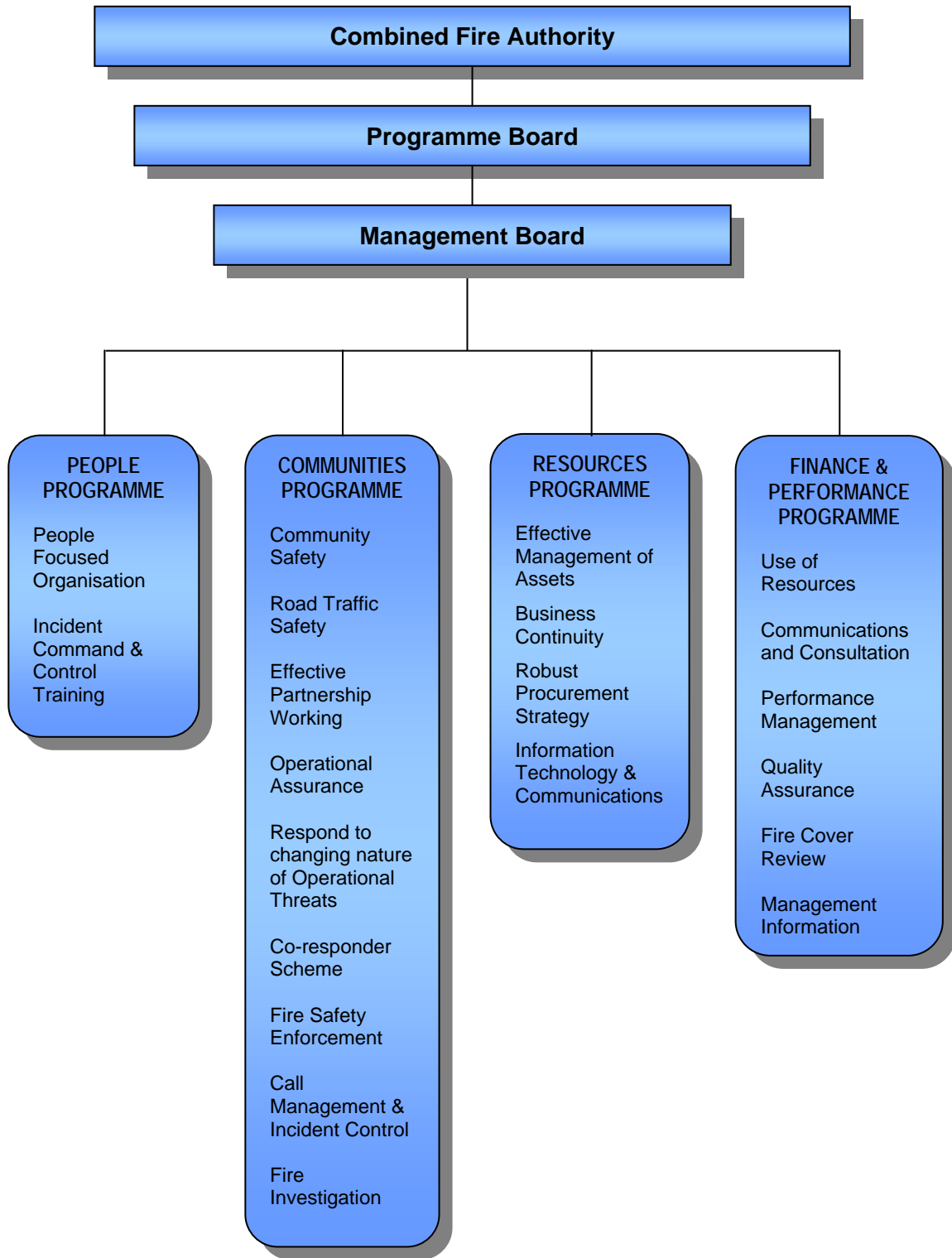
- Project Initiation Documents**
- Description
  - Scope
  - Outcomes
  - Critical Success Factors
  - Key assumptions
  - Failure impact
  - Constraints
  - Core Project Team
  - Key Stakeholders



**M A N A G E M E N T B O A R D**  
 EVALUATING – PRIORITISING – RESOURCING – MILESTONE MONITORING – REPORTING – ADDRESSING POOR PERFORMANCE

**P  
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Programme and Workstream Structure



**PLANNING FRAMEWORK**

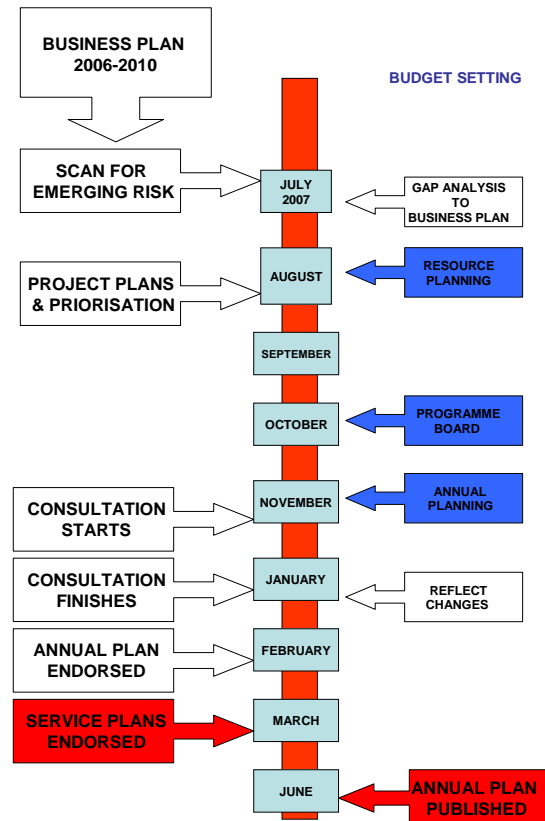
The Business Plan 2006-2010 provides a direction of travel and will be underpinned by a number of plans and strategies that will ensure the priorities within it are delivered (See Figure 2).

Identified priorities are based upon what is now known and it is accepted there will be changes in national policy, statutory requirements or emerging risks. Therefore, the Service needs to check each year that what it sets out to achieve is still correct. Each year from June 2007 an Annual Plan will be published that will set out the following:

- A review of performance against targets and delivery of priorities.
- An explanation of the reasons for any poor performance.
- A restatement of forthcoming priorities from the Business Plan 2006-2010, capturing any new improvements, emerging risks, changes or national requirements.
- Consultation – intended consultation and feedback.

Figure 6 sets out how the annual planning will happen and link to the budget setting process:

**Figure 6 - Policy & Strategy Plan Structure**



**Monitoring and Reporting Arrangements- Accountability and Delivery of Outcomes**

The delivery of the project outcomes to agreed timescales would be monitored at four levels, by:

- The Workstream Director.
- The Programme Manager and Lead Elected Member.
- The Management Board.
- The Programme Board.

Regular monthly updates for each project will be given to the Workstream Director.

The Workstream Director or Project Manager is required to report to the Management Board in the following circumstances:

- At the agreed Resource Report stage (as identified at the Commissioning stage).
- At a key milestone stage.
- Exception basis: in the event of resource requirement (or cross resource requirement failure) or project stage failure.

It is the Project Manager's responsibility to ensure these stages are identified, as the Management Board will receive monitoring stage reports.

### Member Engagement and Leadership

The Programme Board will receive monitoring reports from the Chief Fire Officer and from Lead and Deputy Lead Members. They will be able to review progress on any or all programmes and projects, by asking the relevant Programme Manager or Workstream Director to attend a meeting and discuss progress.

### Performance Strategy

Performance Management is critical to the way that the Authority delivers services to the community of Swindon and Wiltshire. It allows delivery on the ground to be checked against planned activity, to assess the success of the actions it takes in Prevention, Protection, Response and in delivering continuous improvement. It also enables Wiltshire FRS to focus on areas where extra resources are needed in order to achieve its aim and objectives.

Wiltshire FRS's aim and objectives are supported by a range of specific strategies, each of which has an in built review timeframe. Four year strategic plans are subject to annual review to ensure continued relevance. The Risk Management Group undertakes this. Recommendations are then proposed to the Management Board and then published in the Annual Report.

Wiltshire FRS has a single integrated planning process, which incorporates all its corporate performance planning requirements within the IRMP, including its Best Value Performance Plan and Medium Term Financial Strategy as well as the Comprehensive Performance Assessment Improvement Plan.

*"The Fire Authority has received independent recognition of its performance and customer focus. This has been through the award of Charter Mark status – a government award, intended to recognise achievement in these areas".*

WFB CPA Report - July 2005



Wiltshire FRS learns through internal and external challenge and through an extensive consultation programme.

It undertakes a stretching programme of value for money reviews (using the 5 C's), and is subject to verification audits related to the modernisation agenda, external and internal audit reports, self-assessments and peer reviews. The findings of these reviews are used as an opportunity to learn and to improve delivery of service to the public and its staff. Wiltshire FRS belongs to the Chief Fire Officer Association (CFOA) performance management group and to a number of partnership groups. This has the advantage of an additional source of information, resources and funding.

The Service uses benchmarking to assess its performance. It compares itself on a regular basis with colleagues in Family Group 2. This has the benefit of sharing best practice with other similar Fire Authorities. It also benchmarks itself annually against national statistics collated by the Office of the Deputy Prime Minister (now the Department for Communities and Local Government).

*"Senior management have a clear view of how the Fire Authority is performing against its headline targets".*

WFB CPA Report - July 2005

## CONSULTATION

Following the 12-week consultation period carried out in 2006, feedback received through this process has been considered and where appropriate incorporated into the final document.

The recommendations were reviewed by Wiltshire FRS's Management Board and approved by the Combined Fire Authority (CFA) on 14 December 2006.

To view agenda items of CFA meetings, please visit the website at:

[www.wiltshire.gov.uk](http://www.wiltshire.gov.uk).

*"The whole crew were super efficient and a thoroughly likeable bunch. Can't see how this perfect team could be improved on they all did a wonderful job".*

Quote from After the Incident Survey-July 2005

## CONTACT US

Wiltshire FRS is constantly looking to improve and update the services it provides and would welcome any comments or suggestions you may have.

You can contact the Service by:



[enquires@wiltshire.gov.uk](mailto:enquires@wiltshire.gov.uk).



Corporate Services  
Fire Service Headquarters  
Manor House  
Potterne  
Wiltshire  
SN10 5PP



01380 723601

Thank you for your interest in Wiltshire and Swindon Fire Authority and Wiltshire Fire & Rescue Service.

**GLOSSARY**

ACFO	Assistant Chief Fire Officer
AssetCo	Incident Report Tool
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
CBRN	Chemical, Biological, Radiation and Nuclear
CFA	Combined Fire Authority
CFO	Chief Fire Officer
CFRMIS	Community Fire Risk Management Information System
CFS	Community Fire Safety
CPA	Comprehensive Performance Assessment
DCFO	Deputy Chief Fire Officer
ESU	Emergency Support Unit
FDR1	Fire Data Report 1
FRS	Fire and Rescue Service
FSEC	Fire Services Emergency Cover (model)
GIS	Geographical Information System
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
ISO	International Standardisation Organisation
ICT	Information Communication Technology
LPI	Local Performance Indicators
MB	Management Board
MIS	Management Information Systems
RTC	Road Traffic Collision
Webwings	Electronic risk analysis tool
WFB	Wiltshire Fire Brigade (now Wiltshire Fire & Rescue Service)
VFM	Value for Money

**APPENDICES**

**Appendix A**

**National Framework 2006/08 Checklist** – Those areas which the Government states ‘must’ or ‘should’ be included in local IRMP’s:

Area of Consideration	Is work already underway or has it been identified in Business Plan 2006-2010 (IRMP):
IRMP’s should be accessible and easy to understand	Completed
IRMP’s should be produced in line with guidance and the subject of consultation	Completed
IRMP’s should seek to make efficient and effective use of resources	Completed
Should consider community fire safety especially those most vulnerable	Completed
Address the priority of children and young people	Completed
Work in partnership to tackle Arson	Completed
Address changes in legislation in respect of fire inspection and enforcement	Completed
Effective Regional Management Boards which delivers efficiency savings and joint provision of services	Completed
Deliver national projects and ensure effective procurement	Completed
Effective and professional standard for responding to a range of incidents	Completed
Address the requirements of tackling false alarms, hoax calls, and automatic fire alarms	Completed
Implement co-responder	Completed
Address issues of mutual assistance especially specialist services & equipment	Completed
Introduce Incident Management Protocols	Completed
Pooled specialist fire investigation service	Completed
Address Civil Contingencies Act requirements in particular emergency planning and business contingency plans	Completed
Promote equality and good race relations	Completed
Offer working opportunities to attract a wide range of people	Completed
Utilise the benefits of retained duty system	Completed
Utilise opportunities of regional Human Resource Management	Completed
Ensure Criminal Records Bureau checks are conducted for staff working with children & vulnerable people	Completed
Implement disciplinary procedures in line with guidance	Completed
Ensure effective occupational health and absence management	Completed
Adopt and implement IPDS	Completed
Implement Regional policy to respond to National FRS Learning & Development Strategy	Completed
Ensure an effective policy and structure for charging of non-statutory services	Completed
Respond to requirements of E-Fire guidance	In Progress
Utilise good practice in the production of research and strategy	Completed
Effective and responsive use of production of statistics	Completed

**Key**

 Completed

 In Progress

Appendix B

Audit Commission Action Plans

Audit Commission Document	Action Required	Action - Evidence
Audit of BVPP 2005/6	<ul style="list-style-type: none"> <li>▪ All BVPP have 3 year targets.</li> <li>▪ Summary of Strategic Objectives and priorities for improvement.</li> <li>▪ Arrangements for addressing improvements.</li> <li>▪ Review any new or amended BVPIs.</li> </ul>	<p>Business Plan 2006- 2010 included in performance supplement.</p> <p>This is now systemically reviewed and actioned through national guidance in Management Board agenda.</p>
Audit 2005/6 – Audit Plan 2006/7	<ul style="list-style-type: none"> <li>▪ Procurement not providing VFM.</li> <li>▪ Partnerships – not effectively managed and may not provide VFM.</li> <li>▪ Performance Management – evidence of integrated.</li> <li>▪ Human Resources.</li> <li>▪ Governance.</li> </ul>	<p>Business Plan 2006-2010 identifies all of these areas as improvement priorities.</p> <p>Further work is being progressed.</p>
Audit Plan – 2006/7	<ul style="list-style-type: none"> <li>▪ Value for Money.</li> <li>▪ Direction of Travel.</li> <li>▪ Service Assessment.</li> <li>▪ BVPP.</li> <li>▪ Financial Statements.</li> <li>▪ International Standards of Audit.</li> </ul>	<p>Business Plan 2006-2010 identifies all of these areas as improvement priorities.</p> <p>Work is underway.</p>

## Appendix C
















### Achievements – IRMP Year 1 & 2

Over the last two years Wiltshire FRS has set out a challenging agenda to change through our Integrated Risk Management Plan (IRMP) and a considerable focus has been on addressing issues based upon risk (see Page 6 for explanation).



The following tables state the current position of each of these changes and whilst our Business Plan 2006-2010 will set out our future priorities, all of these actions have been progressed with the majority completed and so those outstanding will be merged into the new priorities.
















You can keep informed of the up to date position by visiting:










[www.wiltshirefirebrigade.gov.uk/Departments/Risk\\_Management/IRMP\\_modernisation.htm](http://www.wiltshirefirebrigade.gov.uk/Departments/Risk_Management/IRMP_modernisation.htm)












<b>Modernisation (General)</b>		
<b>ACTIVITY OR TASK</b>	<b>PROGRESS</b>	<b>COMMENTS</b>
1) Rank to Role		<b>Completed</b>
2) Overtime Policy		<b>Completed</b>
3) Alternate duty systems		<b>Completed</b>
4) 7 Day working at Day Crewed Stations		To be undertaken as part of resource and deployment review.
5) Secondary Contract policy		<b>Completed</b>
6) New family friendly annual leave policy		<b>Completed</b>
7) Working Time		Some progress and awaiting guidance from Government
8) Part-time contracts for fire fighters		<b>Completed</b>
9) Organisational Restructure		<b>Completed</b>
10) Rank to Role Phase II		<b>Completed</b>
11) Officer work patterns		<b>Completed</b>
12) Discipline to ACAS		
13) Internal SLAs		IT and Corporate Services developing internal SLAs
14) Middle & Senior Manager development programme		Work in progress
15) BVPP / IRMP Alignment		<b>Completed</b>










**KEY**













	In progress
	Completed









IRMP YEAR1 ACTION PLAN 2004 - 2005		
ACTIVITY OR TASK	PROGRESS	COMMENTS
16) Develop and maintain an Organisational Risk Register.		Progress being made now
17) Draft the first risk-based budget for 2005/2006.		Progress being made now
19) Agree risk based priorities / targets at BMB		<b>Completed</b>
20) Create Corporate Risk Register		<b>Completed</b>
21) Develop methods for managing Risks Register		Process approved and to be implemented following review of risk register
22) Create new vision statement & organisational aims		<b>Completed</b>
23) Develop the Fire Service Emergency Cover (FSEC) Toolkit		<b>Completed</b>
24) Develop & integrate management information and performance management systems.		Integration almost complete. Delivery of PB Views to be completed.
25) Roll out risk based Geographic Information Systems (GIS) and MIS to fire stations.		<b>Completed</b>
26) Train all key staff in risk assessment methodology.		Middle management training and Management Board workshops completed. CFA training organised for March 2006.
27) Develop new Local Performance Indicators (LPis) based on IRMP objectives.		Under development
28) Conduct resource and deployment review for response options.		<b>Completed</b>
29) Conduct a full review of all shift staffing and work patterns		<b>Completed</b>
30) Ensure FSEC risk information feeds into fire fighter personal development programme.		1st draft list produced, options being considered
31) Identify posts that could be opened to candidates from non-Fire Service background.		Positions have been identified & opened up to non-uniform staff & advertisements placed

<b>YEAR 1 - PREVENTION</b>		
<b>ACTIVITY OR TASK</b>	<b>PROGRESS</b>	<b>COMMENTS</b>
1) Developing our Community Safety strategies.		<b>Completed</b> - Strategy Published
2) Develop community outreach teams.		<b>Completed</b> - Teams Set Up
3) Expand the scale and scope of our Home Fire Safety Check service.		<b>Completed</b> - 'never leave a home unprotected' scheme
4) Continue to develop our innovative youth safety schemes.		<b>Completed</b> - Junior Good Citizen, Road Safety, Fire Cadets, Junior Fire Setter Scheme
<b>YEAR 1 – PROTECTION</b>		
5) Support the installation of domestic sprinklers for high-risk groups.		<b>Completed</b>
6) Continue to promote the installation of sprinklers in schools.		<b>Completed</b>
7) Fit smoke detectors & do home fire safety checks for 'at risk groups'.		<b>Completed</b>
8) Educate & train domiciliary workers.		<b>Completed</b>
9) Press for the early implementation of the Government's Regulatory Reform Order.		<b>Completed</b>

YEAR 1 - INTERVENTION		
ACTIVITY OR TASK	PROGRESS	COMMENTS
10) Conduct risk reduction based review of water rescue.		<b>Completed</b> - Now being carried out as a regional project in conjunction with all Fire Services in the South West.
11) Conduct risk reduction based review of rope rescue		<b>Completed</b> - Now being carried out as a regional project in conjunction with all Fire Services in the South West.
12) Conduct regional aerial appliance review		<b>Completed</b> - Now being carried out as a regional project in conjunction with all Fire Services in the South West.
13) Introduce an Unwanted Fire Signal (UFS) policy		<b>Completed</b> - Introduced and running from 1st June 2004
14) Introduce new intervention policy		<b>Completed</b> - Introduced and running from 1st May 2004
15) Continue to meet public expectations and support our established partnership obligations to protect the environment to respond to potential pollution's incidents.		<b>Completed</b>
16) Continue to attend animal rescues where it is safe to do so and where it is confirmed that an animal's life is at risk or the animal is known to be suffering.		<b>Completed</b>
17) Continue to deliver our normal damage limitation service and continue to make minor charges for the equipment we lend on a short-term basis to occupiers.		<b>Completed</b>
18) Introduce rural and urban intervention times		<b>Completed</b> - Introduced and running from 1st May 2004
19) Introduce dynamic mobilising.		<b>Completed</b> - Introduced and running from 1st May 2004
20) Introduce defined performance standard for Fire Officers attending 999 (112) calls.		<b>Completed</b> - Introduced and running from 1st May 2004

YEAR 2 ACTION PLAN 2005 - 2006		
ACTIVITY OR TASK	PROGRESS	COMMENTS
1) Review progress in community safety.		<b>Completed</b> - Community Safety Strategy review completed and published.
2) Review progress of (MIS) & (PMS).		Initial review completed, development ongoing.
3) Review utilization of risk based MIS and GIS at fire stations.		Roll-out of WebWINGS complete. PB Views roll-out to be completed.
4) Review and refresh key staff training in the IRM risk assessment methodology.		Training delivered to crew managers, training for senior managers under development.
5) Review and draft the second risk-based budget for 2005/2006.		Under development.
6) Review new Local Performance Indicators based on IRMP objectives.		Performance indicators under development. New indicators will be developed once the IRMP has been published or agreed.
7) Introduce robust, risk based, Area and Station planning processes.		<b>Completed</b> - Area and Station Plans in Place.
8) Submit new risk-based deployment plan to Fire Authority.		Review completed. To be presented to CFA.
9) Submit new risk-based staffing plan to Fire Authority.		Review completed. To be presented to CFA.

YEAR 2 – PREVENTION		
ACTIVITY OR TASK	PROGRESS	COMMENTS
10) Conduct a review of the Community Safety structure and support team.		<b>Completed</b> - Community Safety Strategy review completed and published.
11) Improving our Schools Fire Safety Education Programme.		<b>Completed</b> - Introduced "Staywise" into primary schools.
12) Develop our arson prevention strategies.		Community Safety Strategy published. Project plans under development.
13) Develop new strategies to help reduce business losses.		Introduction of case managers into groups. This will be one of their primary roles.
14) Review road accident and prevention training scheme.		<b>Completed</b> - Community Safety Strategy. "Safe Drive Stay Alive" road show to be delivered.
15) Develop a risk-based enforcement strategy for fire safety strategy.		<b>Completed</b> - Policy in place.
16) Develop an education and training programme for the business community.		Programme has been put on hold due to the postponement of the regulatory reform (fire safety) order (RRO)
17) Publicise the free fire safety advice service.		Updated website information.
YEAR 2 – PROTECTION		
18) Continue to support the installation of domestic sprinklers.		<b>Completed</b> - Sprinkler policy introduced.
19) Continue to promote the installation of sprinklers in schools.		<b>Completed</b> - Sprinkler policy introduced, continuing to work with local authorities.
20) Continue to fit smoke detectors and free home safety checks.		<b>Completed</b> - Community Safety Strategy approved, project plans under development. On target to deliver programmes.
21) Continue to educate domiciliary workers.		<b>Completed</b> - Community Safety Strategy approved, project plans under development. On target to deliver programmes.

YEAR 2 INTERVENTION		
ACTIVITY OR TASK	PROGRESS	COMMENTS
22) Develop Positive Pressure Attack (PPA).		Submitted the risk assessment. Waiting for approval.
23) Develop the Co-responder scheme to cover all stations		All Retained Stations being trained.
24) Explore cost recovery of pollution control after road crashes.		Corporate Risk Assessment and Project Plan currently being conducted.
25) Explore better partnership opportunities with RSPCA to reduce calls		Corporate Risk Assessment submitted.
26) Review attendance to non-emergency Special Service Incidents.		<b>Completed</b>
27) Conduct a review of water supplies for firefighting.		Corporate Risk Assessment and Project Plan currently being conducted.
28) Explore better ways to provide damage limitation services.		Corporate Risk Assessment and Project Plan currently being conducted.
29) Develop capability to deal with urban search and rescue work.		Now being carried out as part of a national project.

## Appendix D

### CPA

Comprehensive Performance Assessment is an assessment of how well an authority is being run at the corporate level. The framework asked three questions and scored nine themes, which from the overall score provided a category of either poor, weak, fair, good or excellent:

- What is the Fire Authority trying to achieve?
  - Leadership and priorities
  - A balanced strategy
  
- How has the Fire Authority set about delivering its priorities?
  - Capacity: Governance and management
  - Capacity: Resources and value for money
  - Capacity: People
  - Performance Management
  
- What has the Fire Authority achieved and, in the light of that, what does it plan to do next?
  - Achievement of objectives
  - Achievement of Improvement
  - Future Plan

Appendix E

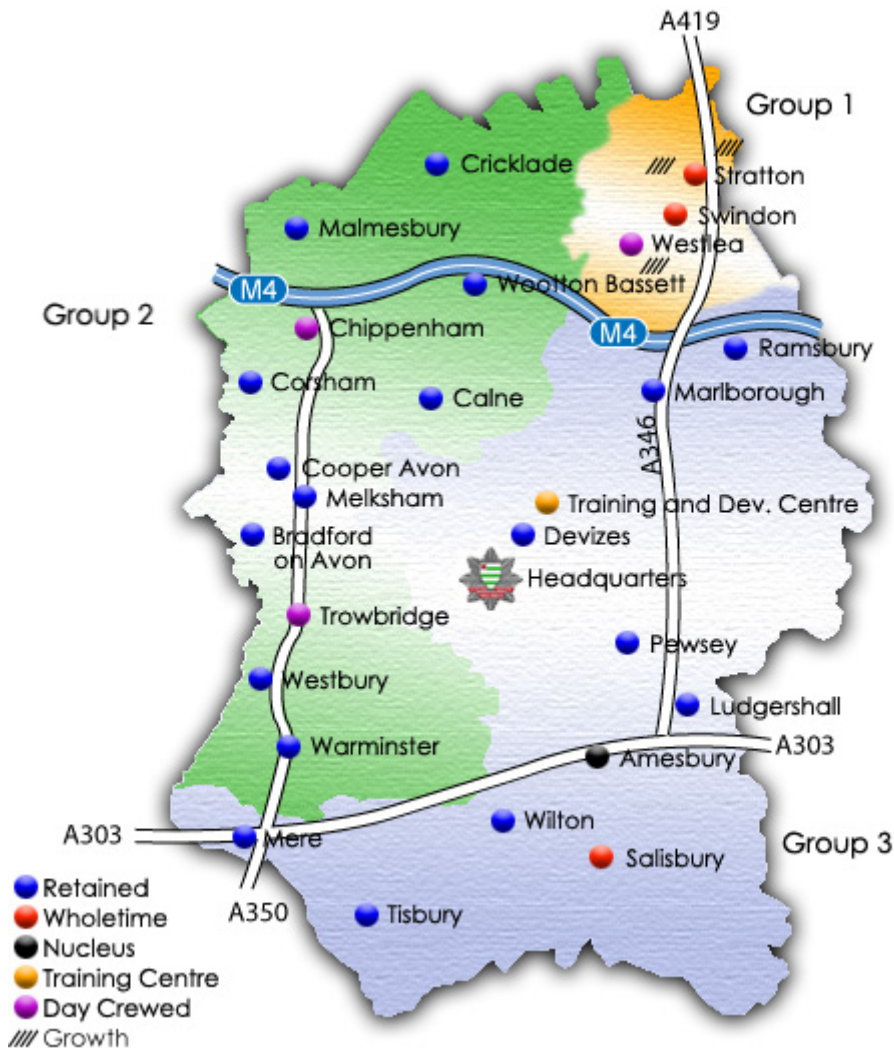
**INDEX OF BEST VALUE PERFORMANCE INDICATORS 2004/2005**

(For 2005/2006 BVPIs, please refer to the Business Plan Supplement)

Indicator	Description
BVPI 2a	Level (if any) of the Equality Standard for Local Government to which the fire authority conforms
BVPI 2b	The duty to promote race equality
BVPI 8	% of invoices for commercial goods and services that were paid by the fire authority within 30 days of such invoices being received by the authority
BVPI 11a	% of top 5% of earners that are women
BVPI 11b	% of top 5% of earners from black and minority ethnic communities
BVPI 12(i)	Working days/shifts lost due to sickness absence by wholetime uniformed staff
BVPI 12(ii)	Working days/shifts lost due to sickness absence by all staff
BVPI 15(i)	% of wholetime firefighters retiring on grounds of ill health as a % of the total workforce
BVPI 15(ii)	% of control and non-uniformed staff retiring on grounds of ill health as a % of the total workforce
BVPI 17	% of staff from minority ethnic communities compared with the % of the economically active minority ethnic community population in the fire and rescue service area
BVPI 142(i)	Total number of calls to fire (excluding false alarms) per 10,000 population
BVPI 142(ii)	Primary fires per 10,000 population
BVPI 142(iii)	Accidental fires in dwellings per 10,000 dwellings
BVPI 143(i)	Deaths arising from accidental fires in dwellings per 100,000 population
BVPI 143(ii)	Injuries (excluding precautionary checks) arising from accidental fires in dwellings per 100,000 population
BVPI 144	% of accidental fires in dwellings confined to room of origin
BVPI 146	Number of calls to malicious false alarms per 1,000 population
BVPI 149	False alarms caused by automatic fire detection apparatus per 1,000 non-domestic properties
BVPI 150	Expenditure per head of population on the provision of fire and rescue services
BVPI 157	The number of types of interactions that are enabled for electronic delivery as a % of the types of interactions that are legally permissible for electronic delivery
BVPI 206	Deliberate primary fires per 10,000 population
BVPI 207	Number of fires in non-domestic properties per 1,000 non-domestic properties
BVPI 208	% of people in accidental dwelling fires who escaped unharmed without FRA assistance
BVPI 209(i)	% of fires attended in dwellings where smoke alarm fitted had activated
BVPI 209(ii)	% of fires attended in dwellings where smoke alarm not activated
BVPI 209(iii)	% of fires attended in dwellings where smoke alarm not fitted

## Appendix F

This map emphasises some of the rural nature of the operating area and the predicted growth of Swindon.



**Retained** – Made up of firefighters who normally have other full-time jobs. They also have to either work or live within five minutes of a station.

**Wholetime** – Made up of wholetime and retained firefighters. Wholetime follow a shift pattern of four days; two days (9am-6pm) and two nights (6pm-9am). This pattern is then repeated within an eight-day cycle.

**Day Crewed** – Wholetime firefighters during the day, working three-day shifts followed by three days off. Night cover is provided on a retained basis.

**Nucleus** – Core of wholetime firefighters who work a regular working week (9am-5pm), then on a retained basis for night cover and weekends.



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