

Avon Fire Authority

Service Plan 2024-2028 Content (PDF Version)

MEETING:	Avon Fire Authority
MEETING DATE:	Wednesday 20 March 2024
REPORT OF:	Chief Fire Officer / Chief Executive

Our Service Plan

Incorporating our Community Risk Management Plan

2024-2028

[For the online digital version of the Service Plan a video has been produced. Below is the text/script taken from the video.]

[\[Service Plan Overview 2024 - 2028 \(youtube.com\)\]](#)

Our four-year Service Plan outlines our vision for the future of Avon Fire & Rescue Service and what we need to do to keep our communities safer and make our Service stronger.

The Plan is our commitment to our local communities and has been made with the help of local people, partners, and our staff. It includes not only looking at how we reduce risk across our Service area, but also how we ensure our Service is a great place to work.

Through our highly trained staff, we aim to provide the best fire, rescue and risk reduction services to our local communities, as well as being continually prepared to respond to the changing environment we face.

Our planning, research and data helps us understand who is most at risk from fire and other incidents. By understanding what our risks are we can ensure we have the right equipment and resources, in the right places, at the right time, being used to help those who need it most.

The services we provide are much more than 999 calls and emergency response, like our prevention and protection activities, which make people and businesses in the area safer and stronger.

The health and wellbeing of our local communities is important to us, by supporting those who are most vulnerable to lead healthier and safer lives, we are reducing harm and the risk of them needing us in an emergency.

We will engage with businesses to reduce the impact of false alarms, which gives us more time to focus on important risk reduction work and be ready and available to respond to more serious incidents.

We will work with our local authority partners to plan our response to large-scale building developments, to ensure we are keeping people safe in their homes and be there for you when you need us most.

Led by our data, we will capture important information about our Service area, to effectively manage operational and community risk and respond appropriately. This includes making sure we are well prepared and have the right equipment, expertise, training and skillsets to respond to emergencies quickly and safely.

Our core values we've created together are at the centre of everything we do, and we will support our people in being the best they can be to deliver the best possible

service to our communities. Whilst working hard to create a welcoming, supportive and inclusive culture within the Service for everyone who works here.

Only by working together can we make our communities safer and our Service stronger.



Our Vision

To provide the highest standard and best value Service to the community.

We will work closely with and help make our diverse communities safer and healthier; while ensuring our Service is a great place to work, where everyone feels valued and can achieve their full potential.



Our Mission

To improve public safety through Prevention, Protection, Response and Resilience.

Making our communities safer, by being there when we are needed, identifying and reducing risks and improving the quality of life for local people; our staff working together as one to ensure a high-quality, value for money Service which meets the needs of the people we serve.



Our Values

Respectful
Honest
Courageous
Ambitious
Inclusive
Transparent

Guided by the standards of behaviour captured in our values, we will support our staff to embrace challenges, recognise achievements and live out our values in Making our Communities Safer and exceeding expectations. The public expect their emergency services to be there when they need us, but also role model the very best standards of behaviour. When we make decisions and work together, our values are the things we keep in mind every time. They are important to us and non-negotiable.

Our Values, Ethics and Behaviour Framework is aligned to the [NFCC Core Code of Ethics >](#)

OUR SERVICE

Avon Fire & Rescue Service delivers a wide range of fire, rescue and community safety services across our geographic area.

Avon Fire Authority, whilst complying with the Local Government Act 1999, ensures that the Service is continuously improving the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. It is a locally accountable body made up of 20 Elected Members from the unitary authorities of Bath and North East Somerset (BANES), Bristol, North Somerset and South Gloucestershire, as well the Avon and Somerset Police and Crime Commissioner, making 21 members in total.

In order to reduce the risk in our communities, we will ensure there are sufficient levels of staff and equipment available to provide an emergency response 24 hours a day, 365 days a year, as well as undertaking essential Prevention and Protection activity.

Acts of Parliament outline requirements for every fire and rescue service in England. In addition to this, the Home Office publishes the Fire and Rescue National Framework for England which provides guidance and priorities for fire and rescue services. As a public service, there are statutory, regulatory and compliance requirements from premises and procurement activities to ensuring cyber security accreditation and the health and safety of our staff.



Mandatory functions and powers (things we must do)

The promotion of fire safety; preparation for firefighting; protecting people and property from fires; rescuing people from road traffic collisions and responding to other emergencies, such as terrorist attacks.



Discretionary functions (things we choose to do)

These are services we provide over and above those laid down in law. This includes activities like planning for and delivering rescues from water, the rescue of animals, responding to floods as well as certain education packages such as home and water safety advice to those most at risk in our communities. Our Service goes above and beyond legislative duties to put the interests of our local communities first in respect of wider public safety; being a role model in what we do, how we interact, and our approach to diversity and inclusion.



Regulatory functions and powers (other ways to protect the public)

We are responsible for undertaking fire safety inspections and audits, and on occasion we conduct prosecutions.



Our key responsibilities are contained within;

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004

- The Regulatory Reform (Fire Safety) Order 2005
- The Fire and Rescue Services (Emergencies) (England) Order 2007
- Fire and Rescue National Framework for England 2018
- Fire Safety Act 2021
- Building Safety Act 2022.

Our area has a residential population of more than one million people living in over 480,000 homes, over an area of 512 square miles. Understanding our diverse population helps us deliver services tailored to their needs.

Analysis of our population can be found in our Strategic Assessment and Diversity, Inclusion, Cohesion and Equality (DICE) Strategy.

- Population 1.17m and growing; 51% Female, 49% Male¹
- Approximately 3% of the population is unemployed. This is up from last year but below the national average.²
- The largest population group is 20-24 year olds¹
- One of the top 10 busiest airports in the UK, handling up to 10 million passengers per year³
- 4 universities with over 79,000 students⁴
- Bristol is one of the top ten most visited cities in the UK⁵
- Handles 26% of the South West's economy and has the second highest growth of GDP per capita outside of London⁶
- 90% of the population is white, 9% Ethnic Minorities¹
- 39% Christian, 48% No religion, 3% Muslim¹
- 15% of homes are rented social housing and 64% owned outright¹
- 102 languages spoken across the area¹
- 88% Identify as Heterosexual, 2% as Bisexual, 1.7% as Gay or Lesbian, 93.56% of the population identify as the same sex that they were registered as at birth, 0.19% as Transgender, 0.13% as Non-Binary¹

We welcomed that LGBTQ+ population statistics were included in the Census for the first time in 2021, to help enrich our ongoing understanding of our communities and how best to meet their needs.

We recognise that the communities we serve are diverse and are keen to ensure Diversity, Inclusion, Cohesion and Equality is embedded in our organisational culture and at the heart of decision-making.

[Footnote]

¹ Office of National Statistics – 2021 Census

² Office of National Statistics – National Employment and Labour Market Statistics 21/22

³ Civil Aviation Authority – Airport Statistics 2018-21

⁴ UWE, Bristol University, Bath University and Bath Spa University – Student Population Webpages

⁵ Summary from Visit Britain, Original data from Office of National Statistics – Leisure and Tourism

⁶ Office of National Statistics Report on GDP Published May. 2023. (Latest Release)

OUR ACHIEVEMENTS

[For the online digital version of the Service Plan a video is being produced to accompany the achievements]

We are proud of the hard work, dedication and achievements of all our staff. Throughout 2023, our achievements included:

'Ditch the Print' campaign

Our 'Ditch the Print' campaign was created to spread awareness about how much is being printed and the effects of printing (time, financial cost and environmental). Along with other work, the campaign contributed to a 19% decrease in pages printed in 2023 compared to 2021, a 16% decrease in CO₂ and trees consumed in 2023 compared to 2021, and a decrease in sheets of paper used. The amount of paper used in 2021 was equivalent to the height of 15 fire engines, in 2023 it decreased to the height of 12 fire engines.

Direct Entry

The Service is supporting the National Fire Chiefs Council (NFCC) Direct Entry scheme and have recruited a single Station Manager through this route. We have welcomed our new Station Manager into the Service who is undertaking a comprehensive programme of training, development and in-Service activity, while also being supported by the NFCC to undertake operational roles that are aligned and fully compliant to operational standards.

Crews work collaboratively during hospital training exercise

Over 20 firefighters from Temple, Southmead, Kingswood and Hicks Gate fire stations took part in a training exercise at a hospital in Clifton, Bristol. The aim of the exercise was to simulate a real-life fire evacuation in a hospital setting and to test our firefighters' skills, resilience and capabilities. Exercises like this, are vitally important in helping us to develop and improve our operational response and tactical thinking whilst working in an often challenging and unfamiliar environment.

Speak Up – Confidential reporting line

A new independent and confidential reporting line has been set up internally for staff to access. The service aims to provide a safe space for staff to raise concerns if they consider something is not right within the workplace. The service is used by emergency service organisations up across the country and is available 24 hours a day, 365 days of the year to report concerns.

Summer community events

We once again attended Bristol Pride and St Paul's Carnival over the summer, as well as hosting open days at Hicks Gate and Nailsea Fire Stations. These events are a great opportunity to engage with local people, as well as an opportunity for us to promote the work we do, making people aware that being a firefighter is not just about fighting fires but also being a leader within your community.

Gambian fire service visits AF&RS in leadership exchange

Gambia and Avon Fire Services' in Partnership (GAFSIP) is a long-standing partnership with Gambia Fire and Rescue Service. As part of this arrangement, four female fire officers, visited AF&RS last summer as a part of a leadership programme. They spent time with senior leaders and the Avon Fire Authority to learn more about leadership styles and Service structure. They also spent time with firefighters at Avonmouth, Weston-super-Mare and Temple Fire Stations and the 999 Control Centre, learning about operational routines and life working on a station in AF&RS.

Site-specific Risk Information roll-out

AF&RS have begun implementing new procedures to improve the quality of the site-specific risk information (SSRI) available to our operational crews during incidents. The new system focuses on providing our crews with greater control over the output of the risk information. This will allow them to draw upon their ability, knowledge and expertise to ensure that the SSRI suits their needs. By working together to deliver the SSRI, we can ensure crews have the correct information to protect themselves and our community.

OUR PERFORMANCE

AF&RS continues to make excellent progress in reducing risk in our community by reducing the number and impact of incidents attended.

We have met the reduction targets for all our incident indicators and have improved on last year's results. Each incident that is prevented represents a reduction of risk in our community.

We are committed to doing all that we can to make our community safer and our Service stronger. We continue to analyse our data to show us what additional interventions and initiatives we can take.

AF&RS measure response using a risk-based approach, ensuring that we respond quickest to incidents with the most risk. For each of our three response categories, we set a target based upon the average time from when we alert our appliances to when they arrive on scene, and we are pleased that we have met our target in each category.

Full information regarding our performance can be found in our latest [\[Link\]](#) **Performance Report**.

Chief Fire Officer's Service Management Statement

"It remains an honour and a privilege to lead a Service made up of dedicated and passionate individuals, who work hard to deliver the best possible service to our communities, to keep them safe from harm."

Simon Shilton,
Chief Fire Officer / Chief Executive

I am incredibly proud of what everyone has worked to accomplish despite many challenges faced over the past year. Some of these achievements include investing in our digital systems, improvements made to our risk critical information, welcoming new faces into the Service, providing and promoting leadership opportunities and the steps we continue to take in creating a more inclusive culture for all who work here. This is in addition to ensuring we deliver prevention, protection and response services the public have come to expect; attract, train and retain the right people into the organisation and invest in our Service to make it more sustainable for the future.

Working closely with our communities and partners we will look to become more resilient to not only meet the expectations on all fire and rescue services, but also the impact of local and national risks, as well as unexpected extreme events. This will be done by understanding and adapting to our local risk profile, matching our resources to risk, optimising productivity, creating a Value for Money service, whilst carrying out the work in line with our legislative responsibilities and governance arrangements. All of what we do is underpinned by the national Core Code of Ethics and our locally held values, which define the behaviours expected of staff when keeping local people safe and so our staff continue to be positive role models in the communities they serve.

The Service continues to face significant financial pressures and increasing demand for public services; and I am required to maintain a balanced budget, while delivering on our ambitious commitments as a fire and rescue service. Such funding pressures require us to find significant savings, while ensuring our resources and planning are aligned with the levels of risk we face. We are always horizon scanning and exploring options available to us, to look at how we can do things differently to ensure we meet the efficiency savings required, reinvest in other areas and be more agile as a Service. To be clear, we will never compromise firefighter safety or the safety of our communities in the pursuit of cost savings.

At the start of this year, I established a Service Internal Improvement Team to focus on the implementation of actions and recommendations following our latest His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspection, with the aim of making improvements across all areas we are graded against. We continue to work closely with the Inspectorate, and I'm pleased that they have acknowledged we are already making good progress on the plans we have put

in place. We recognise the work never stops and there is always more we can do but are committed to continually making these improvements for the benefit of all.

We remain focused on creating a supportive and inclusive organisation where our staff can thrive and where we maintain the public's confidence in us as a Service. We are truly committed to continuous improvement and to be there for you, our local communities, as and when you need us most. I have never been more determined and hope local people feel assured that the work outlined in this Service Plan will continue to support our efforts and commitments to making our communities safer and making our Service stronger.

OUR FOCUS

As a Service we have two strategic priorities which will focus our work activity for 2024-2028, these are Making our Communities Safer and Making our Service Stronger.

In order to achieve these strategic priorities, we have identified six key objectives which are:



[Key]

- PREVENTION
- PROTECTION
- RESPONSE
- RESILIENCE
- IMPROVING OUR SERVICE
- INVESTING IN OUR STAFF

Working together and collaboratively on each individual objective, we will be Making our Communities Safer and Making our Service Stronger.

OUR FOCUS PREVENTION

Prevention is at the heart of what we do. We want to ensure the local community is as safe as possible by working with vulnerable adults within the community and those most at risk of fire, as well as children and young people.

We are passionate about enabling every child and young person to thrive and we will help adults live longer and healthier lives by improving their safety, health and wellbeing.

Our strategic objectives for Prevention are:

- We will continue to educate our communities with a focus on those at higher risk by reducing harm and enhancing safety and wellbeing.
- We will work collaboratively across the Service to engage with our communities, focusing on those most vulnerable to embed our key safety messages.
- We will continue to support local services to improve the health and wellbeing of our communities.
- We will increase our home fire safety activity by maximising resources available for home fire safety visits, prioritising those most vulnerable.
- We will embed and improve the training and effectiveness of safeguarding across all areas of our Service.

[Find out more >](#)

[Link to actions in Appendix 1]

Targets

Home Fire Safety visits targeting the most vulnerable in our communities and making every contact count. → Target visits 7000 per year

Resources

535 Station-based establishment of wholetime and on-call staff who support the delivery of Prevention work

1 Vulnerable Adults Manager

1 Children and Young Persons Manager

21 Dedicated prevention staff at various locations across the Service

OUR FOCUS PROTECTION

We have a statutory duty as part of our role under the Regulatory Reform (Fire Safety) Order 2005 and Building Safety Act 2022 to work with the business community under Protection to prevent fire from occurring across our business community.

The Service uses a Risk Based Inspection Programme to prioritise audit and inspection work towards the premises which present the highest risk to life. We will also provide support as part of our role with the Building Safety Regulator.

Our strategic objectives for Protection are:

- We will continue to protect our communities and businesses, using data analysis to identify and protect high-risk premises, ensuring that specialist fire safety advice is available 24/7 to manage urgent risks.
- We will continue to develop an effective system to gather and record up-to-date risk information to help protect firefighters, the public and property during an emergency.
- We will engage with businesses to reduce the impact of false alarms, which will increase our ability to focus on more productive tasks.
- We will continue to meet our legislative duties by engaging with businesses, and creating an effective quality assurance process, to prevent or reduce the effects of fire.

[Find out more >](#)

[Link to actions in Appendix 1]

Targets

We anticipate delivering over 900 Fire Safety Audits, focusing on the very high-risk premises per year.

Resources

1 Business Fire Safety Manager

2 Business Fire Safety Team Leader

25 Inspecting Officers located at Patchway, Bath, Yate, Bristol and Weston-super-Mare

OUR FOCUS RESPONSE

This is our ability to respond and resolve fire and rescue emergencies that affect our communities 24 hours a day, seven days a week, for the purposes of saving life, property and the environment.

Our strategic objectives for Response are:

- We will continue to deploy our emergency resources effectively, and make improvements to our control capabilities, to meet our response standards.
- We will be well prepared and able to respond quickly and safely to emergencies, keeping our equipment, expertise, and skills up to date.
- We will plan our response to changes in our communities, including large-scale building developments, to ensure our resources can deliver the best possible service.

[Find out more >](#)

[Link to actions in Appendix 1]

Resources

44 Control staff, working from our control room near Bath

40 Flexi Duty Officers

38 Frontline fire engines, including one heavy rescue vehicle

21 fire stations with an overall establishment of:

- **435** Wholetime firefighters
- **137** On-Call firefighters

[Footnote] Figures correct at time of production 07/03/2024

OUR FOCUS RESILIENCE

Avon Fire & Rescue Service is required as a Category 1 responder under the Civil Contingencies Act to ensure it is a resilient organisation.

We must be able to anticipate, plan, prepare and respond to the changing environment that we face.

Our strategic objectives for Resilience are:

- We will continue to ensure we have the plans and resources in place to provide the services you need, whatever challenges we face.
- We will create and maintain a comprehensive system for managing operational and community risk, so we can quickly access and share risk information.
- We will ensure all staff are continually trained in line with National Operational Guidance and best practice, to deliver the best possible service to our communities.

[Find out more >](#)

[Link to actions in Appendix 1]

Resources

5 Operational Assurance Guidance staff

7 Operational Assurance Learning staff

3 Operational Risk, Business Continuity staff

4 Operational Risk, Intelligence & Projects

2 Community Risk Management Planning staff

11 Frontline National Resilience assets

OUR FOCUS IMPROVING OUR SERVICE

We continually seek more efficient and safe ways of working and facilitate continual improvement to realise the benefits from the Service investments, resources and technology to deliver better outcomes for our staff and communities.

Our strategic objectives for Improving our Service are:

- We will prioritise and accelerate progress to address recommendations from HMICFRS and meet national standards.
- We will make the most of our premises and resources so we can continue to deliver and improve the services we provide, in line with our Medium-Term Financial Plan to ensure financial sustainability and affordability.
- We will demonstrate our commitment to our staff and communities by ensuring our culture and core values align with the NFCC Core Code of Ethics.

[Find out more >](#)

[Link to actions in Appendix 1]

OUR FOCUS INVESTING IN OUR STAFF

Our staff are our biggest resource and we are committed to ensuring that they are prepared and resilient to deliver our key priorities.

By ensuring that our staff have the right skills, equipment and support, we maximise opportunities to deliver better outcomes for our communities.

Our strategic objectives for Investing in our Staff are:

- We will support our people to be the best they can be by providing excellent training and development opportunities during their career, ensuring capacity and capability to meet our strategic priorities.
- We will deliver a comprehensive range of activities to ensure we have a high level of health and safety compliance to keep our staff safe.

[Find out more >](#)

[Link to actions in Appendix 1]

COLLABORATIVE WORKING

Our future success is directly linked to how we work with others. By engaging with our staff, communities, key partners and media we are not only able to share what we do and how we do it, we are also better placed to identify additional opportunities to improve from others, thereby ensuring a more efficient and cost-effective service to our communities.

The Policing and Crime Act 2017 placed a duty on Fire & Rescue Services to consider collaboration with other emergency services, and we continue to explore opportunities to work closely with our neighbouring Fire & Rescue Services, Avon & Somerset Constabulary, and the South West Ambulance Services Foundation Trust.

Our collaborative working relationships include those with the South West Emergency Services Collaboration Forum (SWESC) and the Avon and Somerset Local Resilience Forum (ASLRF) to coordinate a shared understanding of risk within our community, and a joined-up approach to addressing the risk.

Our collaboration activities extend further through our work in the following key areas:

- Licensing, building regulations and housing, to continue to drive down risk within our built and business environment.
- Engaging with local authorities and a range of organisations and groups who can help us reach and support the people in our communities most in need of our services.
- Delivering education packages on fire, road, water and student safety in schools and other educational establishments.
- Working with partner agencies such as SARI (Stand Against Racism & Inequality) and the Race Equality Commission to build relationships with community groups to advise on matters such as public and business safety and recruitment.

For more information about our collaboration activities, see our [Collaboration Strategy 2021-2026 >](#)

GOVERNANCE AND CORPORATE ASSURANCE

The Avon Fire Authority has overall responsibility for ensuring there is a sound system of governance (incorporating the system of internal control) and that public money is safeguarded, properly accounted for and used efficiently, effectively and economically.

The arrangements in place for ensuring good governance include:

Avon Fire Authority

The Fire Authority carries out its duties through regular meetings and the following committees:

- **The Audit, Governance and Oversight Committee** – considers and reviews issues relating to audit, governance and risk management as well as the conduct of Members. Their work includes scrutinising and approving the Statement of Accounts, the Annual Governance Statement, Statement of Assurance, and the Corporate Risk Register. For more information, please see the Audit, Governance and Oversight Committee [Terms of Reference](#).
- **The Policy and Resources Committee** – oversees the development of the Fire Authority's policies, plans and objectives, including documents such as the Service Plan, public consultations, and department Strategies. They also oversee the development of priority programmes such as His Majesty's Inspectorate of Constabulary and Fire and Services (HMICFRS). For more information, please see the Policy and Resources Committee [Terms of Reference](#).
- **The Local Pension Board** – The Local Pension Board assists the Fire Authority as Scheme Manager in administering the various Firefighters Pension Schemes, by providing governance and by scrutiny of policies, pension documents, decisions and outcomes. For more information, please see the Local Pension Board [Terms of Reference](#).

These meetings are recorded and available to view via the AF&RS [YouTube channel](#) >

Avon Fire & Rescue Service

The Service carries out its day-to-day responsibilities under the leadership of:

- **The Service Leadership Board** – responsible for considering strategic issues, finance and risk, setting the strategic direction for the Service and for overall management of the organisation.
- **The Service Leadership Team** – responsible for providing day-to-day leadership and management for the Service, overseeing a working environment which supports the effective achievement of goals and priorities.

Statutory Officers

- **The Clerk (and Monitoring Officer)** – responsible for overseeing and reporting on the lawfulness of decision-making and for advising upon and overseeing the governance arrangements for the Fire Authority.
- **Statutory Finance Officer** – provides independent professional advice and guidance to the Fire Authority to enable elected Members and the Service Leadership Board to effectively scrutinise financial information.

Audit

- **External Audit** – in accordance with the Local Audit and Accountability Act 2014, a relevant authority must appoint an external auditor to audit its accounts. The Fire Authority fully consider all external audits.
- **Internal Audit** – an independent and objective assurance service to the Fire Authority which completes a programme of reviews throughout the year, to provide an opinion on the internal control, risk management and governance arrangements of the AFA.

Inspections

- **His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)** – independently assess the effectiveness and efficiency of fire and rescue services and all reports are considered by the Fire Authority.

OUR BUDGET

Please note:

An updated budget will be presented at the Avon Fire Authority meeting, 20 March 2024, with the Medium-Term Financial Plan for approval.

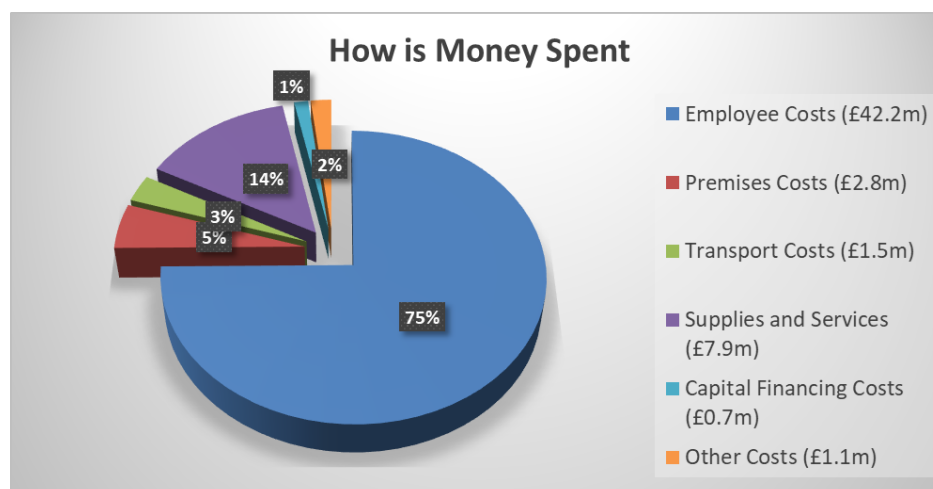
This means we won't have the financial information required for this section of the Service Plan until after that meeting. This page will be updated accordingly with approved figures prior to publication in April 2024.

Our Service Plan will need to be delivered against a backdrop of financial pressures and increasing demand for public services.

The potential for less money will mean that providing the support and services people need will become more difficult.

We are not alone in facing these pressures in our area, so we are conscious that we do not push costs and pressures onto other services.

Avon Fire Authority has set its net budget for 2024/25 at £52.925 million. This represents a Council Tax level of £85.43 a year for a Band D property, an increase of 2.99%.



Development of the 2024/25 Draft Budget	£'000
Core Budget 2023/24 (Restated)	XX,XXX
- add back use of reserves 2023/24	XXX
Base Budget 2023/24	XX,XXX
Pay awards and Inflation	X,XXX
Other Spending Pressures	X,XXX
Transformation and Change Savings	
- Employees	- XXX
- Other	- XXX

2023/24 Revenue Budget Requirement before use of reserves		XX,XXX
Use of Reserves	-	XXX
2023/24 Revenue Budget Requirement after use of reserves		XX,XXX
Funding		
- Locally Retained Business Rates	-	X,XXX
- Central Government Support	-	XX,XXX
- City Region Deal	-	XXX
- Collection Fund Surplus	-	XXX
Amount Required from Council Tax payers after use of reserves		XX,XXX
Assumed Tax Base		xxx,xxx
Council Tax	£	xx.xx
Council Tax Increase	£	x.xx
Budget Increase (excluding use of reserves)		xx%

[Appendix 1 – Service Plan Objectives and Actions]

Prevention – Objective 1

We will continue to educate our communities with a focus on those at higher risk by reducing harm and enhancing safety and wellbeing.

Action 1	Introduce a Fire Cadet scheme for young people in our Service area.
Action 2	Carry out Children and Young Persons (CYP) training for operational crews so we can deliver training packages to our communities.
Action 3	Produce new water safety and road safety plans and support our operational crews in the delivery of water and road safety interventions.
Action 4	Develop evaluation and quality assurance procedures to align with national guidance.
Action 5	Develop specialist education packages to support community engagement, safety campaigns, and Special Education Needs resources.
Action 6	Continue to utilise our operational staff to deliver our Key Stage 1 and 2 schools education packages.
Action 7	Carry out research to support adult fire setting interventions.
Action 8	Continue our collaboration work with The Prince's Trust, Violence Reduction Units, RNLI, and Road Safety Partners, utilising operational staff to support the delivery of education packages.

Prevention – Objective 2

We will work collaboratively across the Service to engage with our communities, focusing on those most vulnerable to embed our key safety messages.

Action 1	Develop our prevention strategy and evaluate the effectiveness of our activities.
Action 2	Introduce a work experience programme in the Service for young people.
Action 3	Develop a Young Carers intervention programme and work with partners to support young carers and their families.
Action 4	Develop and embed a communication strategy to promote home fire safety advice to our community.
Action 5	Collaborate with the Diversity, Inclusion, Cohesion and Equality (DICE) team to increase engagement with our diverse communities and ensure we can target help to those most at risk.
Action 6	Identify how we can use data to influence community safety activity and support our operational staff with their locally driven community safety activities.
Action 7	Fully adopt a person-centered approach to Vulnerable Adults interventions and provide training and advice to our operational staff to deliver interventions.

Prevention – Objective 3

We will continue to support local services to improve the health and wellbeing of our communities.

Action 1	Utilise our specialist and operational staff to engage with our local communities by supporting focus groups, community meetings and partner events.
Action 2	Identify trends in operational incidents to help develop relevant safety messages and fire safety interventions.
Action 3	Develop activities which support our communities with non-fire incidents and support partner agencies in safety delivery.
Action 4	Optimise and improve our onward referral process to ensure that members of the public receive the support they need.
Action 5	Identify need and provide recommendations on assistive technology to allow members of the community to remain in their homes safely.

Prevention – Objective 4

We will increase our home fire safety activity by maximising resources available for home fire safety visits, prioritising those most vulnerable.

Action 1	Develop our home fire safety recording system to ensure it is fit for purpose and easy to use, maximising the available time of our operational and specialist staff.
Action 2	Develop and implement an evaluation and quality assurance process for Home Fire Safety Visits (HFSVs).
Action 3	Continue to deliver HFSVs utilising our operational and specialist prevention staff.
Action 4	Improve the consistency and quality of data inputted into our Community Safety database by developing the system and delivering training to our operational and prevention staff.
Action 5	Continue to support operational staff with changes and developments to HFSVs to help them deliver locally identified targeted safety activities.

Prevention – Objective 5

We will embed and improve the training and effectiveness of safeguarding across all areas of our Service.

Action 1	Embed learning from regional and local Safeguarding Adult Reviews (SAR), Domestic Homicide Reviews (DHR), and Child Safeguarding Practice Reviews (CSPR) to ensure best practice.
Action 2	Ensure all staff have completed the appropriate Disclosure Barring Service (DBS) check across the Service.
Action 3	Review the reporting system for Alerts for Concern.
Action 4	Continue to provide training to all staff at every level on changing legislation and organisational requirements.

Protection – Objective 1

We will continue to protect our communities and businesses, using data analysis to identify and protect high-risk premises, ensuring that specialist fire safety advice is available 24/7 to manage urgent risks.

Action 1	Develop our protection strategy and evaluate the effectiveness of our activities.
Action 2	Continue to carry out Fire Safety Inspections in line with our Risk Based Inspection Programme.
Action 3	Ensure our protection activities meet the minimum requirements set out in the Protection Fire Standard.
Action 4	Effectively respond to complaints to ensure safety issues are identified, advice is given, and enforcement activity is taken when appropriate.
Action 5	Provide training to our workforce to upskill their fire safety knowledge so they can give advice and support to businesses.
Action 6	Develop a robust quality assurance process to ensure our staff comply with the requirements of the Competency Framework and maintain their competence.
Action 7	Work more closely with prevention staff to ensure those most vulnerable are protected through joint inspections of high-risk premises.

Protection – Objective 2

We will continue to develop an effective system to gather and record up-to-date risk information to help protect firefighters, the public and property during an emergency.

Action 1	Develop a site-specific risk information (SSRI) policy linked to Fire Standards and National Operational Guidance (NatOG).
Action 2	Develop processes which support our SSRI policy to effectively and robustly delivery our plan to address the findings identified by HMICFRS.
Action 3	Develop a culture of SSRI visits, data publication and quality assurance within the Service.
Action 4	Enable effective sharing of data across multiple organisations and platforms.
Action 5	Ensure that our response to emergency operations is as informed as possible, reducing risk to staff, members of the public, businesses, and the wider community.

Protection – Objective 3

We will engage with businesses to reduce the impact of false alarms, which will increase our ability to focus on more productive tasks.

Action 1	Review our Unwanted Fire Signals policy and monitor data to ensure we are responding in the most efficient and effective way.
----------	---

Action 2	Develop new education packages relating to the impact of Unwanted Fire Signals for businesses and support our operational staff in providing advice.
Action 3	Deliver business engagement seminars on reducing Unwanted Fire Signals.
Action 4	Develop and implement social media campaigns to raise awareness of the impact of Unwanted Fire Signals.
Action 5	Provide training to our operational staff to give them the knowledge to discuss Unwanted Fire Signals post-incident and during fire safety checks.

Protection – Objective 4

We will continue to meet our legislative duties by engaging with businesses, and creating an effective quality assurance process, to prevent or reduce the effects of fire.

Action 1	Review our primary authority partnerships and explore new opportunities for collaborative working.
Action 2	Review how we respond to fire safety complaints outside of the normal working hours of our Business Fire Safety team.
Action 3	Ensure protection staff have the necessary qualifications to respond to Building Regulations and Licensing consultations.
Action 4	Continue to work as part of the multi-discipline team to carry out fire safety activities, including fire safety inspections, as part of the Building Safety Regulator (BSR) role.
Action 5	Explore alternative working methods with local authority partners to enforce legislation and support local businesses.
Action 6	Provide training to our operational staff so they can carry out fire safety checks at business premises in the community.
Action 7	Review existing prosecution policies to reflect legislation changes which may affect how we prosecute or take enforcement action.

Response – Objective 1

We will continue to deploy our emergency resources effectively, and make improvements to our control capabilities, to meet our response standards.

Action 1	Develop our response strategy and evaluate the effectiveness of our activities.
Action 2	Develop our medical response capabilities to deliver further life-saving interventions.
Action 3	We will upgrade or replace our command and control system, including mobile data terminals on appliances, to improve the Service's recording of information and mobilisation of resources.
Action 4	Match our resources to risk and continue to deploy resources to emergencies in line with our mobilisation policy.

Action 5	Implement our degradation plan when required to ensure our resources are strategically positioned to maintain response standards.
Action 6	Ensure that we can efficiently and effectively respond to any number of calls, including when Fire Survival Guidance (FSG) is being given to multiple members of the public.
Action 7	Facilitate the feedback and integration of local knowledge and risk information from operational crews into the Community Risk Management Planning (CRMP) process.
Action 8	Regularly review incident data and risk information to ensure that specialist equipment is placed in the best location.
Action 9	Ensure collaboration between our CRMP team and subject matter experts to annually review risk assessments and scoring hazards, to enhance our community risk register and management of risk.

Response – Objective 2

We will be well prepared and able to respond quickly and safely to emergencies, keeping our equipment, expertise, and skills up to date.

Action 1	We will be ready and capable to respond quickly and safely to incidents by ensuring our resources, skills and competencies are maintained.
Action 2	Our operational procedures and incident command training will evolve and reflect National Operational Guidance, ensuring a clear record of decision-making is captured during and after incidents.
Action 3	Review our existing crewing models across wholetime and on-call stations.
Action 4	Maintain national resilience assets and ensure crews receive specialist training to respond to emergencies locally, nationally, and internationally.
Action 5	Regularly exercise our operational capability with partner agencies in our Service area and cross-border.
Action 6	Review specialist roles held by our tactical officers to reflect emerging local and national issues and requirements.
Action 7	Include prevention and protection teams in operational incident debriefs to ensure learnings are captured, improvements are made, and information feeds back into our CRMP process.
Action 8	Continue to improve our systems and utilise technology to capture incident information and debriefs, to accelerate progress by monitoring incident outcomes.

Response – Objective 3

We will plan our response to changes in our communities, including large-scale building developments, to ensure our resources can deliver the best possible service.

Action 1	Collaborate with developers on any large-scale building developments in our area.
Action 2	Evaluate the risk of increasing population across our Service area due to significant planned development and new infrastructure.
Action 3	Continue to review risk intelligence data and changes in our community profiles so that we can adapt our response plans for the future.
Action 4	Continue to meet our response standards, using risk and workload modelling to estimate response times to new developments.

Resilience – Objective 1

We will continue to ensure we have the plans and resources in place to provide the services you need, whatever challenges we face.

Action 1	Ensure business continuity plans are in place to support the Service in maintaining our operational response, in the event of a significant incident.
Action 2	Develop and deliver effective methods of communication which allow essential information to be shared quickly with all staff across the Service.
Action 3	Embed business continuity planning best practice through Business Continuity Institute affiliation, strategic leadership, regular business continuity planning events and exercises.
Action 4	Continue effective collaboration with local resilience forums, partner agencies, the NFCC, Fire Standards Board, Business Continuity Institute and other fire and rescue services.
Action 5	Conduct an annual review of our Operational Plans and a four-yearly review of our Tactical Plans.

Resilience – Objective 2

We will create and maintain a comprehensive system for managing operational and community risk, so we can quickly access and share risk information.

Action 1	Define a risk management process following the NFCC CRMP Strategic Framework to assess risk in our Service area.
Action 2	Utilise technology, best practice, and national guidance to develop our Risk Management strategy, processes and procedures including enhancing our Corporate Risk Register.
Action 3	Develop a software solution to improve the collection, storage, analysis and sharing of risk information.
Action 4	Improve Service-wide engagement in our CRMP process to access local knowledge and improve understanding of our communities.

Action 5	Use data intelligence to match our resources to risk, ensuring the Service has appropriate appliances and equipment in the right locations, crewed by suitably trained staff, to meet operational demands.
Action 6	Develop our systems and processes to improve the access and sharing of site-specific risk information and tactical plans in Control, on station, and on the incident ground.
Action 7	Continue to collaborate with the NFCC, Fire Standards Board, other fire and rescue Services, and partner agencies to enhance our use and analysis of data.
Action 8	Continue to support the Local Resilience Forum in establishing and maintaining multi-agency and cross-border plans and procedures, ensuring AF&RS plans are compatible.

Resilience – Objective 3

We will ensure all staff are continually trained in line with National Operational Guidance and best practice, to deliver the best possible service to our communities.

Action 1	We will review our workforce planning processes alongside our employee life cycle, to attract and retain skills across the Service.
Action 2	Improve our vacancy management across the Service, including profiling vacancies against skills for organisational resilience and corporate risk, considering flexible vacancy management.
Action 3	Deliver operational training to the required professional and legal standards which aligns to National Operational Guidance and Fire Standards.
Action 4	Increase resilience in our specialist technical and national resilience roles by reviewing our employment offer and how we recruit and transfer staff.
Action 5	Employ and develop suitably skilled staff to undertake effective data modelling and analysis.
Action 6	Maintain Service-wide training and professional competence in the use of essential software, tools, and systems.
Action 7	Conduct a review of on-call contracts and policies to make the role more attractive and flexible for a more diverse group of applicants.

Improving our Service – Objective 1

We will prioritise and accelerate progress to address recommendations from HMICFRS and meet national standards.

Action 1	We will deliver our action plans to address HMICFRS recommendations and regularly monitor and report on progress.
Action 2	We will work collaboratively with other organisations and Fire and Rescue Services to achieve the benefits of joint working and to improve public safety.
Action 3	We will maintain effective governance arrangements including the monitoring, mitigation, and escalation of risks.

Action 4	We will review national Fire Standards and Operational Guidance against our current working practices to identify and address gaps and areas of improvement.
Action 5	Respond to changes in guidance, legislation, and regulations, ensuring our staff are appropriately trained and resourced to meet requirements.
Action 6	We will continue to consider best practice and report on the most important financial information to ensure informed decision-making.
Action 7	We will review and respond to the outcomes of national enquiries including the Government's white paper on Reforming Our Fire and Rescue Service.

Improving our Service – Objective 2

We will make the most of our premises and resources so we can continue to deliver and improve the services we provide, in line with our Medium-Term Financial Plan to ensure financial sustainability and affordability.

Action 1	Continue to deliver digital transformation projects, adopting a cloud-first approach wherever possible, to increase efficiency and value for money.
Action 2	We will ensure our ICT systems are resilient, reliable, and accessible to improve ways of working and meet the needs of our staff and communities.
Action 3	We will continue to review our Estates Strategy in line with our Service Plan priorities and our environmental ambitions to reflect changes in ways of working and the financial landscape.
Action 4	We will plan to meet our future training needs and assess the potential benefits of bringing Service functions together in one location.
Action 5	We will review our Fleet Strategy in line with our Service Plan, environmental priorities, and financial planning to make the most of the vehicles and assets we have.
Action 6	We will enhance our performance information to efficiently and effectively allocate resources to meet our strategic priorities and objectives.
Action 7	We will provide support and training to our staff to ensure contracts and suppliers are effectively managed.
Action 8	We will implement more effective asset management to make the best use of the resources we have.

Improving our Service – Objective 3

We will demonstrate our commitment to our staff and communities by ensuring our culture and core values align with the NFCC Core Code of Ethics.

Action 1	Deliver our People Services Strategy with a commitment to foster insight, collaborative working, empower our staff and harness innovation.
Action 2	Improve insight into our staff and use regular touchpoint surveys to inform our approach, our policies, and the services we provide.

Action 3	Improve our community engagement with new partnerships targeting diverse communities.
Action 4	Host regular service-wide events to bring the Service together.
Action 5	Develop and deliver appropriate DICE training to support cultural change and embed the NFCC Core Code of Ethics to all our staff.
Action 6	Review, update, and publish all people related policies and toolkits so that our staff have the resources they need and feel empowered to achieve our desired outcomes and foster a great work environment.
Action 7	Continue to embed our core values and implement recommendations in the NFCC's Culture Action Plan.
Action 8	Carry out impact assessments and improve our equality data, to enhance understanding of our workforce and to ensure all staff understand the benefits of equality, diversity, and inclusion.

Investing in our Staff – Objective 1

We will support our people to be the best they can be by providing excellent training and development opportunities during their career, ensuring capacity and capability to meet our strategic priorities.

Action 1	Train our staff using an effective performance development review process, and provide career pathways for future leaders, to ensure the right people have the right skills.
Action 2	Attract and retain a diverse and highly skilled workforce with the capability and capacity to meet the future needs of the Service.
Action 3	Develop our talent and leadership pipeline and take a more collaborative approach to promotion, succession, and workforce planning.
Action 4	Ensure our incident commanders receive the highest level of training and Continuous Professional Development (CPD) in line with national standards.
Action 5	Through the innovative use of data, we will improve insight into key HR trends and themes to facilitate conversations and drive tangible change.
Action 6	Work more collaboratively and empower our leaders, with training and support from our People Services team, to improve how we support, communicate with, and performance manage, to help our staff be the best they can be.
Action 7	Provide training and toolkits on our people management processes to give staff the confidence to challenge unacceptable behaviour, and to ensure issues are addressed early and consistently.
Action 8	Review the use of Modified Duties to ensure meaningful work for staff and a supported return to the workplace.

Investing in our Staff – Objective 2

We will deliver a comprehensive range of activities to ensure we have a high level of health and safety compliance to keep our staff safe.

Action 1	Ensure that our health and safety policies and procedures meet legislative requirements and are readily available to staff.
Action 2	Carry out timely health and safety investigations and ensure learning outcomes are captured and communicated to reduce the chance of reoccurrence.
Action 3	Continue our commitment to creating a proactive and preventative safety culture where all staff take ownership for health and safety within the workplace.
Action 4	Review our Mental Health Action Plan and measure progress to ensure we meet the commitments made.
Action 5	Monitor working hours to ensure our staff receive sufficient rest periods and can perform at their best.
Action 6	Deliver our plan to address safety concerns around fire contaminants, using evidence-based research to understand potential risks and inform future guidance and recommendations.
Action 7	Conduct a dignity review for staff on our on-call stations and address recommendations, to enhance arrangements in the workplace.
Action 8	Continue to deliver training to firefighters on how to effectively manage fire contaminants.
Action 9	Review agreed fitness standards and benchmark to other standards agreed nationally (NFCC) or undertaken by other Fire and Rescue Services.