



# East Sussex Fire Authority

## Statement of Operational Assurance 2013/14

September 2014



**East Sussex**  
Fire & Rescue Service

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# 1 Introduction

- 1.1 The Coalition Government is committed to reducing red tape and eliminating bureaucracy. This freedom and flexibility comes with the requirement that we need to ensure that we deliver our services in a responsible manner that provides accountability and transparency.
- 1.2 The Government requires us to provide information to our community on how your service is being provided. We must provide annual assurance on financial, governance and operational matters and show you how we are meeting our priorities through our plans as well as the expectations set for us in our legislative framework. To do this we have written our Statement of Operational Assurance.
- 1.3 In line with the requirement to streamline, a lot of additional information about the themes covered in this document can be found in various publications on our website. So as not to duplicate information, we have provided links to the appropriate pages for reference.

# 2 Financial Arrangements

- 2.1 We are responsible for ensuring that our business and the service provided to you is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.
- 2.2 By law, we must publish our financial results by 30 September every year and this is called our 'Statement of Accounts'. It shows the annual costs of providing the service to you and is produced under strict financial guidelines. This is essentially, a technical publication, which provides a true and fair view of our financial position, our income and expenditure for the year and our assets and liabilities.
- 2.3 The Fire Authority's accounts are subject to external audit by Ernst and Young LLP. They independently review our accounts to ensure that they give a true and fair view, have been prepared in accordance with the relevant legislation and guidance and that we use the Authority's resources economically, efficiently and effectively.

2.4 For more information please see the financial pages of our website at <http://www.esfrs.org/fa/financialInformation.shtml>

### **3 Governance Arrangements**

3.1 We are also required by Accounts and Audit Regulations 2011, to produce an Annual Governance Statement which supports the Statement of Accounts. Good governance is about how the Authority ensures that it is doing the right things, in the right way for the right people in a timely, inclusive, open, honest and accountable manner. This statement assesses how effective our governance arrangements, risk management procedures and internal controls have been in helping us to deliver our services to the community and where they need to be improved.

3.2 Copies of our Annual Governance Statements for 2012/13, together with statements from previous years can be found on our website at <http://www.esfrs.org/fa/governance.shtml>

### **4 Data Transparency**

4.1 All local authorities are requested to comply with the Local Government Transparency Code 2104. This means that certain public data must be made available to the public. The public data that should be made available includes:

- Expenditure over £500
- Details of salaries of staff paid over £58,200 per annum
- An organisational staff chart
- Councillor allowances and expenses
- Policies, audits and performance
- The location of public land and building assets
- Data on the democratic running of the local authority including the constitution, committee minutes, decision making processes and records of decisions.
- Grants to voluntary, community and social enterprise organisations
- Parking revenues
- Trade union facility time
- Controlled parking spaces
- The pay multiple

- 4.2 Most of this information is already provided on our website under 'local transparency' and we will be adding to this page regularly to make even more of our data freely available and accessible. For more information please see [http://www.esfrs.org/about\\_us/localTransparency.shtml](http://www.esfrs.org/about_us/localTransparency.shtml)

## **5 Operational Assurance – Legislative Framework**

### **5.1 Statutory Duties**

5.1.1 The core functions of the Fire Authority are set down in the Fire and Rescue Services Act 2004 ("the Act") as follows:

- Fire Safety – a fire and rescue authority must make provision for the purpose of promoting fire safety in its area (Section 6 of the Act);
- Fire Fighting – a fire and rescue authority must make provision for the purpose of extinguishing fires in its area and protecting life and property in the event of fires in its area (Section 7 of the Act);
- Road Traffic Collisions – a fire and rescue authority must make provision for the purpose of rescuing people in the event of road traffic collisions in its area and protecting people from serious harm, to the extent that it considers it reasonable to do so, in the event of road traffic collisions in its area (Section 8 of the Act); and
- Other Emergencies – the Secretary of State may, by Statutory Order, confer on fire and rescue authorities' functions relating to emergencies other than fires and road traffic collisions. These may include chemical, biological, radioactive and nuclear incidents, major transport incidents, search and rescue incidents and rescues from flooding.

5.1.2 Under the Civil Contingencies Act 2004 fire and rescue authorities, through local and regional resilience forums where appropriate, must work in co-operation with other emergency services and agencies to ensure an effective response to a full range of emergencies from localised incidents to catastrophic emergencies. The Act imposes a range of duties on resilience forums that include:

- to have in place appropriate information sharing mechanism between responders;
- to develop and implement business continuity plans;
- to produce and publish emergency plans as appropriate; and

- to agree arrangements for public awareness and information provision.

5.1.3 As a category 1 responder under the Civil Contingences Act 2004, we are required to formulate business continuity plans that ensure the continuation of our critical functions in the event of an emergency (an event or situation that threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK or war or terrorism which threatens serious damage to the security of the UK). Ideally, we would be able to continue all our functions at ordinary service levels. In practice, this may not prove possible, and therefore our focus is on ensuring that our critical functions can be delivered so far as is reasonably practicable. These are:

- Responding to 999 emergencies;
- Delivering community & statutory fire safety;
- Supporting national resilience;
- All support functions that enable the above.

## 5.2 National Framework

5.2.1 Section 21 of the Fire and Rescue Services Act requires a fire and rescue authority to have regard to the National Fire and Rescue Framework, produced by the Secretary of State, when carrying out its functions. The Framework:

- must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions;
- may contain guidance for fire and rescue authorities in connection with the discharge of their functions; and
- may contain any other matters relating to fire and rescue authorities and their functions as the Secretary of State considers appropriate.

5.2.2 The Fire and Rescue Services Act also makes it a statutory requirement for us to produce an Integrated Risk Management Plan (IRMP). Our Integrated Risk Management Plan process forms a key component of our strategic programme and significantly contributes toward achievement of our vision and strategic aims. The process enables us to identify the risk from fire and other emergencies to our communities and direct our resources to the areas of greatest need, based upon local risk analysis.

5.2.3 We incorporate Integrated Risk Management within our Medium Term Plan in order to try and engage with our communities in a more straightforward and effective way. The concept of the Medium Term Plan is to show the public the extent of the

resources provided by East Sussex Fire Authority; the type of work we undertake; and where the future direction lay in terms of a reducing budget and the possibility of more demands being placed on services. It included our IRMP proposals in terms of the reviews we were planning to undertake, alongside other internal reviews needed to meet budget constraints. The proposals were divided into three phases with only Phase 2 requiring public consultation.

5.2.4 In February 2014 the Fire Authority published its public consultation 'Changing the Service'. This ended on 28<sup>th</sup> April 2014 and at its meeting on the 5<sup>th</sup> June 2014 the Fire Authority agreed to a number of recommendations as follows.

- To remove a fire engine from either Preston Circus or Hove. This means we will continue to base four fire engines in the City which are crewed 24 hours a day. In addition, we provide an aerial ladder platform which can reach people in high rise buildings.
- To maintain the current Battle Fire Station Day Crewed Duty System, and to enhance availability on a number of weekend days across the year by utilising some of the savings from the removal of the retained appliance at The Ridge Fire Station. This will provide a number of competent retained personnel at Battle Fire Station to make up a full crew of firefighters or Junior Officers at Battle when required on some weekend days. Battle Fire Station would retain both its pumps.
- Introduce "Day Crewed Plus" at Roedean fire station in Brighton and The Ridge fire station in Hastings, both currently Wholetime stations. "Day Crewed Plus" would be a new way of working for East Sussex Fire & Rescue Service and is successfully used by other fire and rescue services across England. It means that firefighters stay in accommodation provided by us on site on a self rostering system. They are therefore still ready to turn out 24 hours a day. This option means we save money by reducing posts but it would not affect attendance times.

The following link provides all of the relevant information regarding the public consultation on 'Changing the Service' document.

<http://www.esfrs.org/changingtheservice/>

In addition to the recommendations made by the FA at the meeting on the 5<sup>th</sup> June 2014 there are a further two phases of work agreed that did not require public consultation. The following link provides detail on these two phases.

[http://www.esfrs.org/document/pdf/fa/faMeetings/2014/february/14\\_02\\_CFA\\_Agenda\\_pt1.pdf](http://www.esfrs.org/document/pdf/fa/faMeetings/2014/february/14_02_CFA_Agenda_pt1.pdf)

From page 65 onwards

5.2.4 The Fire Authority is satisfied that it has met all the requirements in the National Framework document in terms of producing its Integrated Risk Management Plan.

### 5.2.5 **Framework Report**

5.2.5.1 The Fire and Rescue Services Act 2004 requires the Secretary of State to lay a report before Parliament every two years on the extent to which fire and rescue authorities are acting in accordance with the Fire and Rescue National Framework for England.

5.2.5.2 The report was laid on the 3 July 2014, and reports full compliance with the Framework by all 46 authorities. The report confirms that all fire and rescue authorities have:

- Complied with the publication of their annual statement of assurance;
- Complied with the publication of their updated Integrated Risk Management Plan; and
- Complied with the national resilience assurance elements.

5.2.6 More information on IRMP can be on our website

<http://www.esfrs.org/planning/irmp.shtml> and in the supporting documentation for our Medium Term Plan which contains detailed results of the consultation process.

[http://www.esfrs.org/document/pdf/planning/mediumTermPlan/appendix\\_17\\_integrated\\_risk\\_management\\_supporting\\_appendix.pdf](http://www.esfrs.org/document/pdf/planning/mediumTermPlan/appendix_17_integrated_risk_management_supporting_appendix.pdf)

### 5.3 **Mutual Aid**

5.3.1 Section 13 of the Fire and Rescue Services Act requires fire and rescue authorities to enter into reinforcement schemes with other fire and rescue authorities, so far as practicable, for securing mutual assistance. Section 16 of the Fire and Rescue Services Act enables fire and rescue authorities to enter into arrangements for the discharge of their functions by others.

5.3.2 Under a section 16 Agreement with West Sussex County Council, East Sussex Fire Authority provides a mobilising function in order for West Sussex County Council to discharge their functions under the Fire & Rescue Services Act. This was carried out



by East Sussex Fire & Rescue staff using West Sussex property and equipment at present located in Chichester but on 21 May 2014, the Sussex Control Centre (SCC) went live following a 'lift and shift' of our existing mobilising systems and the installation of the new Integrated Communications & Control System, ICCS. The full 'Go Live' of all the new integrated equipment is scheduled for Oct 2014.

- 5.3.3 The Fire and Rescue Services (Emergencies) (England) Order 2007 outlines the additional statutory duties enabled by section 9 of the Fire and Rescue Services Act 2004. The new duty requires authorities, where provision of resources has been made by central government, to respond to incidents, both within and outside the authority area, involving Chemical, Biological, Radiological and Nuclear hazards and Urban Search and Rescue.
- 5.3.4 The Order complements the National Mutual Assistance Protocol, to which we are a signatory. This requires fire authorities to make a reasonable response to requests for assistance in relation to any large-scale emergency outside of their area. During the floods of early 2014 resources from ESFRS were mobilised to other counties with in the UK to assist with water rescue, high volume pumping of water and other humanitarian tasks. These mobilisations had no adverse effect on the service provided to the residents of East Sussex and the City of Brighton and Hove.
- 5.3.5 To meet our responsibilities from the above legislation, we prepare emergency plans, train our staff in preparing those plans, and we undertake exercises to make sure they work. We also undertake operational debriefs of any large scale incidents that we attend within the East Sussex and the city of Brighton and Hove as well as fully engaging with any national level debriefs for incidents that we have attended under the national Mutual Assistance protocol. Lessons learnt from these debriefing events are fed back into the planning process as part of the review of our emergency plans.
- 5.3.6 We sponsor, organise and facilitate events which bring together key organisations from across the public, private and voluntary sectors to increase awareness about emergency planning issues, to make sure all of those agencies understand their responsibilities in the event of a major emergency. The Joint Services Interoperability programme, JESIP, has been developed and the programme exists solely to develop and ensure delivery of a massive training programme that has been specifically designed to improve how emergency services work together in the early stages of major and complex incidents. Implementation is well underway and is being very well received across all parties.

- 5.3.7 We provide a supporting response to specialist risks over the border such as Gatwick Airport and Shoreham Harbour in West Sussex and Dungeness Power Station in Kent. We also assist other emergency services at any other incident where additional resources are required.
- 5.3.8 We also consider the risk to heritage sites, the environment and the continuing risk from terrorism. The National Risk Assessment is given careful consideration by the Sussex Resilience Forum (SRF) and the Service to monitor any new risks identified through these processes. The LRF is a multi-agency partnership made up of representatives from local public services, including the blue-light emergency services, local authorities, the NHS, the Environment Agency and other partners. These risks can affect the economy, cause disruption and impact on the day to day lives of our community and therefore understanding these risks within the County and the City provides a clearly defined baseline for us to develop our provision of service to the community we serve.
- 5.3.9 We also consider the wider risk assessments included within the SRF's Community Risk Register (CRR) to ensure that proposed changes to our service delivery complement, as far as possible, the strategies of other local responders and central government agencies. We make significant contributions to the preparation, pre planning and response to a wide range of events that are considered as part of the CRR. This analysis has enabled us to enhance our flooding capability by introducing a boat and swift water rescue team for responding to water rescues based at Crowborough Fire Station. This team is a declared asset and is available for response to local, regional or national flooding incidents. As well as being utilised in East Sussex and the City of Brighton and Hove this team have been mobilised to national flooding incidents during 2013 and 2014.
- 5.3.10 We also plan for, and occasionally respond to, incidents of such scale and/or complexity that local resources may be insufficient even when taking into account mutual aid agreements. As part of the National Resilience New Dimensions Capability Programme, the Government has provided Incident Response Units (IRUs) and High Volume Pumps, (HVPs) into the UK Fire & Rescue Service. The national capability consists of 72 operational IRU's, with 9 being located in the South East region, one of which has been allocated to us and is based at Eastbourne Fire Station Eastbourne and 46 HVPs, with 7 being located in the South East region, 1 has been allocated to us and is based at Hove Fire Station. As well as being utilised

in East Sussex and the City of Brighton and Hove the HVP and crews have been mobilised to national flooding incidents during 2013 and 2014.

5.3.11 Section 7(2) (d) of the Fire and Rescue Services Act 2004 requires fire authorities to make arrangements for inspection of certain premises to obtain information. These inspections are known as 7(2) (d) visits. These visits assist in the maintenance of knowledge of the site, equipment and any particular hazards associated with the building. We use the 7(2) (d) visits together with any relevant data collection methods to assist in dealing with an incident, informing command decision making and ensuring public and fire-fighter safety. Following the introduction of national guidance from CLG, ESFA has evaluated the way in which we conduct the whole process of gathering risk information. As a result the decision has been made to integrate recommendations from CLG with our current system to ensure that we continue to provide our fire-fighters with the most appropriate information to enable them to undertake their role in as safe a manner as possible.

5.3.12 For more information please see our Community Safety section of the website.  
<http://www.esfrs.org/communitySafety/>.

#### 5.4 **Regulatory Reform (Fire Safety) Order 2005**

5.4.1 The Regulatory Reform (Fire Safety) Order requires that responsible persons in all premises, other than single private dwellings, carry out fire risk assessments. The auditing and enforcement of this activity is the responsibility of fire and rescue authorities to ensure people are protected from fire in places such as hotels, hospitals, entertainment venues and similar premises.

5.4.2 Our Business Safety Department enforces the provisions of the Fire Safety Order. The Department has a targeted programme for auditing all non-domestic premises in our area, based on the level of fire risk that each property presents. Fires in non-domestic premises not only have the potential to do harm to their occupants but also have a devastating effect on business. For more information please see  
<http://www.esfrs.org/businessSafety/>

#### 5.5 **Prevention of Future Death Reports, previously known as Rule 43 Notices of the Coroners Rules 1988.**

5.6 The Coroner has legal power to write a report about a case following an inquest. This is known as a Prevention of future Death Report' previously known as a 'report under

rule 43' of a 'Rule 43 letter, because the power comes from Rule 43 of the Coroners Rules 1988. This happens when the coroner feels that there is a risk of other deaths occurring in similar circumstances. The report is sent to the people or organisations that are in a position to take action to reduce this risk. They then must reply within 56 days to say what action they plan to take. The response must give details of any action which has been or is proposed will be taken, or provide an explanation when no action is proposed.

- 5.6.1 Following an inquest into the tragic deaths of two fire-fighters on the 6 April 2010, when fighting a fire in a high-rise block of flats in Southampton, the Coroner K St J Wiseman wrote a Rule 43 Letter to Sir Ken Knight, Chief Fire and Rescue Advisers Unit, Department for Communities and Local Government. The Ministry of Justice's website is monitored for new Prevention of future death reports that may have implications for the FRS and any required action is taken as necessary.
- 5.6.2 Each Fire and Rescue Service must respond to the recommendations in the letter and examine existing procedures in the light of the recommendations and where necessary, take steps, to implement improvements. A specific action plan pertinent to the findings into the two incidents detailed in 5.6.1 above was agreed by Corporate Management Team (CMT) and all actions that can be taken, have been completed and the only outstanding action points are dependent on national guidance being issued.

## 5.7 **Crime and Disorder Act 1998**

- 5.7.1 As a "responsible authority" under the Crime and Disorder Act 1998, the fire and rescue authority has a statutory duty to work in partnership with key agencies in Crime and Disorder Reduction Partnerships. These are required to carry out annual strategic assessments to identify current and possible future crime, disorder and substance misuse issues from sound evidence and analysis.
- 5.7.2 We believe that partnership working between local agencies is key to providing 'joined up' public services for local people and to ensuring successful outcomes at the lowest cost for taxpayers. Our structure is based on a borough command geographical arrangement with specific officers responsible for community safety partnerships in their area. In addition, our Inclusion and Partnership Manager is responsible for delivery of our partnership strategy and undertaking an annual review of partnerships to ensure we are achieving the desired outcomes for our communities.

5.7.3 The annual review of Partnerships is presented to the Scrutiny & Audit Panel in September each year and can be accessed through this link:

<http://www.esfrs.org/fa/faMeetings.shtml>

## 5.8 The Localism Act 2011

5.8.1 The Localism Act takes as its starting point the existing statutory powers of fire and rescue authorities and then gives the Fire Authority the power to do:

- Anything they consider appropriate for the purposes of carrying out their functions.
- Anything they consider appropriate for purposes incidental to carrying out their functions.
- Anything they consider appropriate for purposes indirectly incidental to carrying out their functions.

5.8.2 It also added three new sections to the Fire and Rescue Services Act 2004, which allows Fire and Rescue Authorities to place a charging policy in support of its strategy to deal with unwanted fire signals received from automatic fire detection systems.

5.8.3 The charging power allows us a level of discretion in that we may decide not to charge at all, as is the case now, or we may charge different amounts to different groups of recipients when we respond to specific categories of calls. In May 2014, the Fire Authority's Policy & Resources Panel endorsed an amendment to the existing policy for attendance to automatic fire detection systems. This allows for a standardised pre-determined attendance across Sussex in line with the regional ways of working. Later in 2014 a review will take place to determine the feasibility of introducing a charge for such calls.

5.8.4 Under section 38(1) of the Act we are required to prepare a Pay Policy Statement. The Fire Authority is responsible for ensuring that that the pay policy statement sets out the issues relating to the pay of the workforce and in particular the senior officers and the lowest paid employees. This ensures that there is the appropriate accountability and transparency of the salaries of our senior staff. The purpose of the statement is to provide greater transparency on how taxpayers' money is used in relation to the pay and rewards for public sector staff.

5.8.5 Please see the local transparency section of our website:

[http://www.esfrs.org/document/pdf/fa/statementsOfAccounts/2013\\_14\\_Pay\\_Policy\\_Statement.pdf](http://www.esfrs.org/document/pdf/fa/statementsOfAccounts/2013_14_Pay_Policy_Statement.pdf)

## 6 Internal Audits and Assessments

6.1.1 East Sussex County Council's Internal Audit provides our internal audit reviews to meet the requirements of our Corporate Governance Framework to support the role of the Scrutiny & Audit Panel. An annual internal audit plan is agreed by the Scrutiny & Audit Panel following consultation between Principal Officers and Internal Audit about the risk priorities. Individual reports on our systems are evaluated by internal audit and include recommendations to enhance controls, and then action plans are developed to address and implement audit recommendations.

6.1.2 During 2013/14, a programme of audits, based on an assessment of risk, was carried out across East Sussex Fire & rescue Service. The areas audited that relate to our Operational effectiveness included:

- Contracting and Procurement
- IMD Procurement Investigation
- Information Management Department procurement Internal Control Report
- Lewes and Bexhill Refurbishment follow up
- Whole Time Shift Investigation
- Station Regularity Visits

The following audits were removed from the programme or deferred to 2014/15:

- East and West Sussex Joint Control Project
- Firewatch Implementation and retained pay
- Contracting and Procurement follow up
- Joint Control Centre – ICT Security and business Continuity

6.1.3 The East Sussex County Council's Head of Assurance and Head of Internal Audit for the Fire Authority, stated, *'based on the internal audit work completed, I can provide reasonable assurance that East Sussex Fire Authority has in place an adequate and effective framework of governance, risk management and internal control for the period 1 April 2013 to 31 March 2014.* The programme also included audits on our financial, governance and other internal arrangements included:

- Precepting Arrangements
- Travel and Subsistence

- Audit of Fundamental Accounting Systems including the general ledger, pensions, accounts payable, accounts receivable, and Human Resources Payroll function
- National Fraud Initiative

6.1.4 For the full report please see the Scrutiny & Audit Agenda pages on our website.

<http://www.esfrs.org/fa/scrutinyPanel.shtml>

## 6.2 Operational Assessment

6.2.1 The Fire and Rescue sector has a strong and long standing commitment to sector led improvement. As part of this, the Chief Fire Officers Association developed the concept of Operational Assessment (OpA) in 2009, in partnership with the Local Government Association and the Chief Fire & Rescue Adviser. This process, which has a strong operational focus, comprises a self -assessment and external peer challenge and is designed to allow a “whole system” look at how a Fire & Rescue Authority (FRA) leads, prioritises and delivers the interrelated functions of prevention, protection and response.

6.2.2 In January 2014, a peer review was conducted of ESFRS. During the visit, the Peer Challenge Team met and talked with a cross-section of staff, managers, elected members and representatives of partner organisations. In overall terms the report was positive, particularly in relation to:

- The excellent service being provided to the community
- Achievement of attendance standards is high
- Influential partnership working provides for quality service in many areas
- Partnership working is a real strength and there are notable practices.

6.2.3 As in any organisation, there are always areas for improvement or “Areas to explore”. Many of those areas highlighted in the report were already known to ESFRS and work was underway at the time of the review and has continued since then. A full copy of the Peer review report can be found at

<http://intranet.services.esfrs.org/assurance/peerchallenge2014.shtml>

## 6.3 Station Inspections

6.3.1 The Station Inspection programme is designed to support the continual performance improvement of our front line delivery services in terms of effectiveness, compliance with service operational and administrative procedures but above all, to ensure that the operational preparedness and safety of crews remains a priority. The Inspection programme includes three elements:

- A review of station documents and records on Health & Safety, risk critical and business critical issues.
- A practical drill session to observe basic core skills application.
- A question and answers session to confirm underpinning knowledge and understanding on core safety related issues.

6.3.2 Immediate feedback is provided to duty managers and if any significant notices of improvement are issued, copies are provided to the Station Manager and Borough Commander who take direct responsibility for the implementation of improvement actions.

## **7 Performance Management**

7.1 To help us improve in the right areas and demonstrate progress, we use performance management. This helps us to:

- Focus on our priorities.
- Set targets aimed at improving services and measures progress.
- Identify and tackle poor performance.
- Be accountable to our communities.
- Help ensure we provide value for money.

7.2 The Corporate Management Team (CMT), of four Principal Officers, the Treasurer and two Directors meet at least once a month to discuss strategic and policy issues and to monitor and determine service and financial plans into the future to ensure that we meet our statutory duties.

7.3 The Service to the public is then delivered by four directorates, Service Delivery Directorate, Service Support Directorate, Corporate Services Directorate and People & Organisational Development Directorate and their main responsibilities are:

- Service Delivery - operational response and resilience, new dimensions, community and legislative fire safety, and emergency planning;
- Support Services - Health, Safety and Welfare, Engineering Services, Estates Management, and Information Management;



- Corporate Services - business planning, financial planning and governance, strategic procurement development, support and review of performance and quality;
- People and Organisational Development - development of staff, focusing particularly on personal leadership, developing managerial capability and embedding core values.

7.4 The Authority's priorities are articulated in our aims and objectives and contained in our planning documents. We produce a number of separate plans, all of which outline how we intend to deliver our services:

- Our Medium-Term Plan sets our longer-term direction and sets out how we intend to deliver our services based on community risk and needs and the resources available to us.
- Our Annual Plan summarises what we've done over the last year, as well as what we intend to do over the following year
- Each Directorate, Borough and Station has a more detailed local Action Plan that sets out their activities against our aims and objectives.
- All of our staff have their own Personal Development Plans - which aid individual career development whilst, at the same time, providing a focus as to how their particular role helps deliver the overall aims of the Service.

7.5 The start to effective performance management is business planning which translates high-level objectives into management actions linked to performance measures. Staff are able to see where their work area fits into the overall strategic direction of the Authority, what the targets are to be achieved in the year ahead and how their contribution fits into vision, aims and objectives.

7.6 On a monthly basis performance results are produced by Borough and Station. On a quarterly basis, the performance results are presented at Corporate Management Team in the form of a traffic light system. Any major variances are investigated to ascertain the cause and commentary is provided by the responsible officer. The reports are then presented to the Fire Authority for monitoring and further scrutiny purposes.

7.7 We also have clearly defined priority areas in which we concentrate our efforts. Each year we revisit them to ensure the targets remain appropriate. Our priority areas for 2013/14 are:

- Of the 10,000 Home Safety Visits undertaken at least 70% should be delivered to our vulnerable community.
- Number of accidental fires in dwellings should reduce by 5% over the period from 2011/12 to 2015/16 (from 562 fires to 534).
- Ensuring accidental dwelling fires are confined to the room they started in on 94% of occasions.
- A 20% reduction in automatic fire alarms.
- Expenditure per head of the population should not exceed original budget.
- The number of working days/shifts lost due to sickness absence for all staff should not exceed 7.5 days.

7.8 The Government set all Fire Authorities 10 year targets from 2001/02. We have been measuring our progress ever since against this benchmark year. The following table shows our reductions in performance over the thirteen years from 2001/02 to 2013/14 and our performance from last year, 2012/13.

**Table 1 – Performance results 2013/14**

<b>Summary</b>	<b>2001/02 Actual</b>	<b>2012/13 Actual</b>	<b>2013/14 Actual</b>	<b>Reduction since 2001/02 + /- %</b>	<b>Reduction from 2012/13 to 2013/14 + /- %</b>
<b>All fires, including chimney fires</b>	5352	2155	2112	<b>-61%</b>	<b>-2%</b>
<b>Accidental Dwelling Fires</b>	783	558	525	<b>-33%</b>	<b>-6%</b>
<b>Primary Fires (fires in properties of value or involve more than 5 fire engines)</b>	2821	1274	1188	<b>-58%</b>	<b>-7%</b>
<b>Secondary Fires (fires in derelict buildings, grass, heath, railway, straw, fence, bins etc.)</b>	2321	642	748	<b>-68%</b>	<b>17%</b>
<b>Deliberate Primary Fires</b>	1393	329	269	<b>-81%</b>	<b>-18%</b>
<b>Deliberate Road Vehicle Primary Fires</b>	924	161	123	<b>-87%</b>	<b>-24%</b>
<b>Deliberate Primary Fires other than road vehicles</b>	469	168	149	<b>-68%</b>	<b>-11%</b>
<b>Deliberate Secondary Fires</b>	1984	389	471	<b>-76%</b>	<b>21%</b>

All Non-Fatal Casualties	222	91	90	-59%	-1%
Non-Fatal Casualties excluding precautionary checks	152	50	37	-76%	-26%
False Alarms	5962	4577	4651	-22%	2%
False Alarms due to Apparatus	-	3317	3309	-	0%
Malicious False Alarms	564	168	133	-76%	-21%

7.9 These impressive statistics have been achieved through the hard work and dedication of all our staff. From our targeted community safety work achieved by our fire-fighters on stations and our Community Safety Department, to our Business Safety Teams delivering important advice and enforcing fire safety regulations, to all our staff in the back offices who all play a part in making our communities safer.

7.10 Further information on performance can be found on our website:

<http://www.esfrs.org/freedomOfInformation/priorities.shtml>

## 8 Assurance Statement by the Fire Authority

*Good governance is about running things properly. It is the means by which the Fire Authority shows it is taking decisions for the good of the people of the area, in a fair, equitable and open way. It also requires standards of behaviour that support good decision making - collective and individual integrity, openness and honesty. It is the foundation for the delivery of good quality services that meet all local people's needs. It is fundamental to showing public money is well spent. Without good governance Fire Authorities will struggle to improve services.*

*From the review, assessment and on-going monitoring work undertaken and supported by the on-going work undertaken by both Internal and External Audit, we have reached the opinion that, overall, key systems are operating soundly and that there are no fundamental control weaknesses.*

*We can confirm, to the best of our knowledge and belief, that this statement provides an accurate and fair view.*

**Date**  
**18 September 2014**

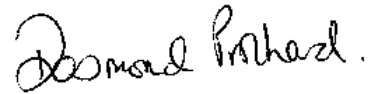
**Cllr Carolyn Lambert**

Handwritten signature of Carolyn Lambert in black ink, written in a cursive style.

**Chair of the Scrutiny and Audit Panel**

**Date**  
**18 September 2014**

**Des Prichard**

Handwritten signature of Des Prichard in black ink, written in a cursive style.

**Chief Fire Officer & Chief Executive**