

WEST MIDLANDS FIRE SERVICE

SETTING TARGETS

1. POLICY

It is the policy of the West Midlands Fire and Civil Defence Authority (WMFCDA) to set targets annually to satisfy the requirements of the Fire and Rescue Service National Framework and to assist the Authority in meeting its Vision, Mission and Corporate Aims.

Best Value requires Authorities to report against two types of indicator: Best Value Performance Indicators (BVPs) and Local Indicators (LIs).

In addition, Station Commanders are required to set annual targets under the Directed Action Planning (DAP) process and all Stations and Departments are required to develop annual action plans, all of which must focus on meeting the Authority's Corporate Aims.

2. STRATEGY

2.1 General

Targets are important to improve and challenge the service that we provide. A target is a commitment to achieve a specific quality or level of service that should be set. Targets enable our service to be focused and measured in order to be forward-looking. Statistics and Performance Indicators are produced to incite action, not simply to make measurable statements about service. Once targets have been set and work undertaken, subsequent performance will then be re-measured and re-evaluated in order to focus targets and continually improve service to the public. Targets and Performance Indicators are about good practice and should be part of day to day processes.

2.2 Corporate targets

BVPs are specified by the Office of the Deputy Prime Minister (ODPM), whilst LIs are determined locally. Targets for BVPs and LIs are set corporately and reported in the Authority's Best Value Performance Plan and Business Plan (BVPP/BP) which is updated and published annually. Target setting takes place in April each year.

2.3 Directed Action Plans

The Directed Action Planning process relates to the relationship between the Authority's BVPs and LIs, the Departmental Plan for Community Protection (prevention) and Fire Station Action Plans. Plans are developed in February each year.

3. PROCEDURES

3.1 Corporate Target Setting

Prior to developing annual targets, due regard is given to ODPM guidance, issued each December, which details the latest suite of indicators which will apply to Fire and Rescue Authorities for the following year.

Meetings are held with relevant Directors in April to look at out-turns for the previous year and to analyse trend data, in order to set targets for the coming year. The new targets are then published in the BVPP/BP, along with the four previous years' outcomes and comments on achievements to date. The Plan is published on 30th June each year.

3.2 Directed Action Planning Process

DAP has been developed to enable a knowledge-driven planning process to direct our prevention activity and therefore embed local prevention work into the departmental plan managed by Community Protection. The process involves all 41 stations in the development of 9 group action plans. Local Targets, set as part of DAP, are significant in improving service because they are locally focused and directly related to local requirements. Increased use of these targets will in turn increase the focus on the needs of service users.

Risk maps, showing 'hot spots', are produced annually (normally in November) by the Statistics Section. These are then used to develop local targets, taking into account risk and local knowledge of the area concerned. The targets are set by station groups, not by individual stations, who will utilise their combined resources to achieve the targets for the area. All targets must focus on, and help to achieve, the Authority's Corporate Aims.

Once completed, the proposed targets will be submitted to the Community Protection Department for agreement and, where this is appropriate, for identifying/providing additional resources. The Community Protection Department will instigate review meetings at specific times during the year to gain updates on progress towards achievement of the action plan targets.

3.3 Station/Departmental Action Plans

In addition to DAP, stations also set local targets which focus on initiatives not related to their prevention-based activity. These are locally set and managed and do not form part of the DAP process. Departments similarly develop action plans, based on objectives identified in the Business Plan, as well as local initiatives.

3.4 Management of Action Plans

Once developed and agreed with relevant Directors, all action plans are monitored and reviewed by the Performance and Planning Department, who provide regular updates on progress to the Corporate Board and the Authority.

Progress on action plans is also reported in the annual BVPP/BP, which is available in hard copy or on the Brigade's Internet.

4. CROSS REFERENCES

Standing Order 23/01 Performance Management Framework

Standing Order 23/05 Best Value

5. RESPONSIBILITY AND REVIEW/AMENDMENT DETAILS

5.1 Responsible Director/Department

This Standing Order is the joint responsibility of the Director, Administration and the Director, Performance and Planning.

5.2 Created/Reviewed/Fully Amended

Created by the Business Process Manager, Administration and Station Officer, Performance and Planning, January 2005. Review due January 2006.