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CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY
Working together to improve community safety

Fire Authority Plan

APRIL 2007

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Reading the following documents will further complement an understanding of the Authority's vision and performance:

Integrated Risk Management Plan (IRMP) – 2007/08

Best Value Performance Plan - published in June 2007

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Introduction by the Chairman of the Fire Authority and the Chief Fire Officer

This Fire Authority Plan provides us with an opportunity to inform you of our contribution, and future plans, in making Cambridgeshire and Peterborough a safer environment in which to live and work.

The Fire Authority recognises its responsibilities and continually strives to improve its services and meet new challenges within an ever changing society.

The Audit Commission recognised the important contribution that we have made within the community by awarding the Fire Authority a good rating following their inspection in April 2005. A further inspection was carried out in November 2006 that focused on three important elements of the Service namely, Service Delivery, Direction of Travel and Use of Resources. The results of these separate inspections are expected in March 2007.

Improvement in our services is an ongoing process and is evidenced by our role in maintaining a high profile in the promotion and education of fire safety awareness. We have a well established Community Safety Team that is involved in all sectors of the community. Resources are concentrated in areas identified as 'high risk' e.g. vulnerable members of the community and young people.

In addition to a comprehensive community safety programme, new initiatives are continually developed and explored in partnership with other local and national agencies, resulting in the provision of additional resources. Never has it been so important to forge such relationships to combat threats to life from arson and deaths and injuries on our roads.

The Fire Authority continues to review the organisational structure and methods to improve delivery of its services. Sophisticated support systems have been put into place to identify 'high risk' areas and further develop our people. In addition, the Fire Authority has undergone a review resulting in a more defined structure that allows members greater responsibility and involvement in the decision making process.

We are aware of our responsibilities to the community and are proud of our achievements in the delivery of high quality services.

We look forward to the future and are ever conscious of the important and dedicated role our people have in the delivery of our services.

Include photographs

***Councillor McGuire
Chairman of the Fire Authority***

***Tom Carroll
QFSM, MIFireE Chief Fire Officer***

The importance of this Plan

This Plan is our strategic planning document, which details the Fire Authority's vision, medium term objectives and corporate priorities for 2007/08. It is the starting point for all Service work programmes and the basis of our performance management framework.

Our Plan is shared with partner organisations to ensure that the safety plans produced by various partner agencies are consistent and meet the wider Community Safety Agenda.

In order to get a complete picture of the Fire Authority, its performance, progress and future plans, this document should be read in conjunction with the IRMP 2007/08 and Best Value Performance Plan published annually in June.

The Fire Authority

Cambridgeshire and Peterborough Fire Authority has 17 members, 13 councillors from Cambridgeshire County Council and 4 from Peterborough City Council.

The Fire Authority meets five times a year to make decisions about the running of the Service. The meetings are held at Fire Service Headquarters, Hinchingbrooke Cottage, Huntingdon and are open to the public.

Following a review of the Fire Authority's corporate democratic processes, a number of committees have been established. These committees report to the Fire Authority on varying aspects of the Service's performance and plans to enable Service decisions to be made. The primary responsibilities of the committees are detailed below:

Policy and Finance Committee - Principal decision making committee.

Community Safety Committee - Responsible for considering all issues relating to community fire safety, including the IRMP and the national resilience fire inspection function.

Scrutiny and Performance Committee - Responsible for monitoring performance and the Fire Authority's response to audit and Comprehensive Performance Assessment (CPA) reports. Also undertakes policy reviews including Best Value.

Standards Committee - Responsible for overseeing the Code of Conduct for members and promoting and maintaining high standards of conduct.

Appointments Committee - Responsible for making appointments for the Chief Fire Officer and Director posts within the Fire Authority.

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Performance Review Committee - Conducts the annual performance review of the Chief Fire Officer and Directors and reviews and determines salaries.

Fire Authority Discipline Committee - Hears and determines any discipline cases against the Chief Fire Officer and Directors.

Fire Authority Appeals Committee - Hears and determines appeals from decisions made by the Chief Fire Officer, Directors and the Fire Authority Discipline Committee.

Joint Consultative Committee - Consults with staff representative bodies. Committee has no decision making powers but may make recommendations to the Policy and Finance Committee or the Fire Authority.

Members of Cambridgeshire and Peterborough Fire Authority

	<p>Cllr McGuire Chairman of the Fire Authority Council: Cambridgeshire Party: Conservative</p>		<p>Cllr Murphy Vice Chairman of the Fire Authority Council: Peterborough Party: Conservative</p>
	<p>Cllr Heathcock Lead Member Council: Cambridgeshire Party: Liberal Democrat</p>		<p>Cllr Boddington Council: Cambridgeshire Party: Conservative</p>
	<p>Cllr Butcher Council: Cambridgeshire Party: Conservative</p>		<p>Cllr Carter Council: Cambridgeshire Party: Labour</p>
	<p>Cllr Collins Council: Peterborough Party: Conservative</p>		<p>Cllr Fazal Council: Peterborough Party: Conservative</p>
	<p>Cllr Giles Council: Cambridgeshire Party: Liberal Democrat</p>		<p>Cllr Harper Council: Cambridgeshire Party: Conservative</p>
	<p>Cllr Harty Council: Cambridgeshire Party: Conservative</p>		<p>Cllr Kindersley Council: Cambridgeshire Party: Liberal Democrat</p>
	<p>Cllr Oliver Council: Cambridgeshire Party: Conservative</p>		<p>Cllr Pegram Council: Cambridgeshire Party: Conservative</p>
	<p>Cllr Raines Council: Peterborough Party: Independent</p>		<p>Cllr Smith Council: Cambridgeshire Party: Conservative</p>
	<p>Cllr Williams Council: Cambridgeshire Party: Liberal Democrat</p>		

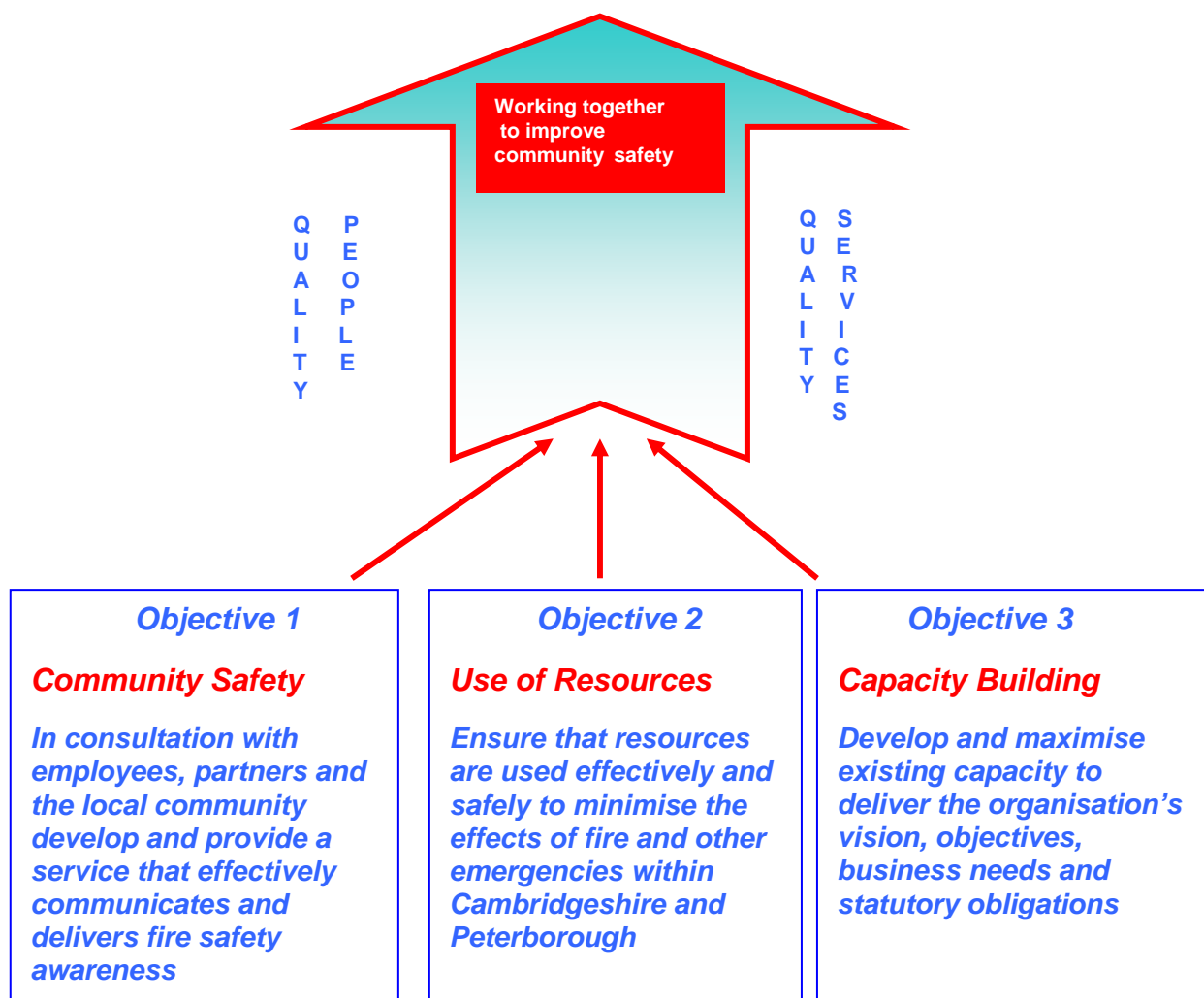
Planning and Priorities

Each year, as part of the annual corporate planning process, the vision and objectives are reviewed and, if necessary updated.

Senior managers and lead members have revisited and reinforced the Authority's vision and medium term objectives. To deliver the vision the Fire Authority will continue to concentrate its efforts and direct resources to meet these objectives.

Cambridgeshire and Peterborough Fire Authority's Vision is:

For the Service to be a key contributor to Community Safety by proactively identifying risks and taking positive action to save lives, protect people and safeguard the environment.



Our achievements in 2006/07

Included within last year's Fire Authority Plan was a section entitled 'What we plan to do in 2006/07'. This gave brief details of the corporate projects/initiatives that the Fire Authority planned to undertake. The following provides an update on the key achievements to date.

Objective 1 – Community Safety

In consultation with employees, partners and the local community develop and provide a service that effectively communicates and delivers fire safety awareness

Reduce the number of deaths and injuries as a result of accidental dwelling fires

One of the core responsibilities of the fire and rescue service is the reduction of accidental fire deaths in dwellings. This is reflected in the fire and rescue services Public Service Agreement (PSA) target 'By 2010 reduce the number of accidental fire related deaths in the home by 20%'.

Key achievements during 2006/07 include:

- The development and publication of Standard Operating Procedures for Home Fire Safety Checks (HFSC)
- Evaluation of the Service's targeting procedures. Varying data sources and established fire data is now actively used to undertake more effective targeting
- Training of retained personnel to work alongside the Community Safety Team undertaking HFSCs in targeted areas across the county. This has resulted in a quicker, more effective response to requests for HFSC
- The provision of the Community Safety Team to support district activity in identified high risk areas

Reduce the incidence of arson

Arson reduction remains one of the overriding long term responsibilities of the fire and rescue service as reflected in the PSA target 'By 2010 reduce the number of deliberate fires by 10%'.

Numerous initiatives and activities have been undertaken during 2006/07, examples of which are:

- Established partnership with all Local Authorities and the Police to remove abandoned cars
- Development and publication of Standard Operating Procedures covering Fire Investigation

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- Development and publication of Fire Investigation Pack and Notebook
- Partnership arrangement with the Police to establish operational procedures/policies for dealing with deliberate stack fires
- Working in partnership with the Police 'Rural Crime Action Team' across the county, to combat stack fires with Improved provision of surveillance equipment
- Re-invigorated quarterly 'in-house' Fire Investigation Training
- Development of Stopwatch Theatre arson reduction programme – 40 performances programmed for February/March 2007

Review of techniques for evaluating the effectiveness of community fire safety activity (IRMP Proposal 6)

This review has been undertaken to establish the most effective way of measuring and evaluating the effectiveness of the Service's community fire safety activity.

Key achievements include:

- A review of the fire safety education programme to ascertain the most effective way of communicating with school children
- Development of an education programme targeting a specific school year county wide, to ensure uniformity of approach. The educational fire safety activity 'tools' are currently being reviewed
- The Community Safety Team is working in partnership with a group of young advisors to establish and develop the best supporting 'tools' for fire safety communication
- Development of a 'pilot' within Peterborough District to sample community fire safety activities to monitor standards and quality. The results of this pilot will inform future activities

Effective communication and consultation

Significant progress has been made to improve communication both within the Service with staff and externally with the public. Achievements include:

- Extra resources have been made available to the Media and Communication Group to drive forward the improvement plan
- A review of internal communications has been undertaken and recommendations for improvement made
- A branding review has taken place resulting in the design of clearer logos for the Fire Authority and the Service together with a set of branding guidelines
- The internal magazine Sharp End News has been reintroduced and produced each month, growing in popularity and size
- Increased positive news coverage for the Service in the local media, including articles highlighting fire and road safety messages

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- Media awareness training has been delivered to all front line staff and advanced media training packages have been tailored for specific groups
- A plan to develop a new website and intranet has been agreed. Implementation of the plan is at an early stage and will continue into 2007/08 when the site will go live

The Fire Authority is committed and looks forward to, continuing to improve communication in the coming year, building on the achievements it has made to date.

Objective 2 – Use of Resources

Ensure that resources are used effectively and safely to minimise the effects of fire and other emergencies within Cambridgeshire and Peterborough

Implementation of a Risk Based Fire Safety inspection programme

The Regulatory Reform (Fire Safety) Order came into force on 1 October 2006 and greatly impacted on the existing fire safety enforcement undertaken by the fire and rescue service. The following activities were undertaken to enable the transition to the new legislative requirements

- Development of a fire safety enforcement strategy. This has been designed to meet the needs of the Service based on guidance from the Chief Fire Officers Association
- Development and publication of Standard Operating Procedures. Training of relevant personnel undertaken
- Development and publication of a system of work for fire safety inspectors Training of relevant personnel undertaken
- A review of existing capacity and consideration of future succession planning. This work is ongoing utilising Fire Service Emergency Cover (FSEC) software data
- Version update on FSEC software to enable the export of data into the Premises and Risk Database. This has been presented to districts identifying the premises risk rating thus enabling prioritisation. Work will continue on the development of a system and data cleansing, using historic inspection intervals to identify the resource needs for each district
- Design and development of the Premises and Risk Database which will replace the Fire Safety Database and is required to enable the Department for Communities and Local Government (DCLG) Fire Safety returns

Work will continue during 2007/08 to further develop and embed best practice for a risk based fire safety inspection programme. The next stage will be to measure performance, audit and review, establish succession plans supported with training and development plans, and increase the use of electronic based systems to improve processes for internal and external stakeholders.

Skills gap analysis to ensure the Fire Authority is able to meet new legislative roles within the Fire and Rescue Services Act 2004

Key achievements include:

- Review undertaken of the requirements of the 2004 Act
- Exercise undertaken to compare the status of the Service against the requirements of the Act to identify any areas of concern
- Ongoing skills gap analysis being undertaken to highlight the management and technical skills required within the Service to ensure full compliance with the Act

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This project is carried forward as a corporate priority for 2007/08.

Road Safety Prevention and Response - to reduce the number of fatalities in road traffic collisions (RTCs)

This initiative was instigated by the Service due to concerns over the upward trend in the response to RTCs. Key achievements include:

- A review of the Service's RTC response capability, resulting in upgraded front-line RTC equipment on specified appliances. Training on the new equipment has been completed
- A review of the response capability of the specialised rescue vehicles now being undertaken
- Distribution of a Chief Fire Officers Association Road Safety package for use at district level
- A revised Strategic Partnership arrangement that includes specific task groups to ensure delivery of work activities and initiatives at a local level. Campaign work will be county-wide and co-ordinated across all agencies to ensure consistency of approach

Initiatives will continue during 2007/08 as the Service increases proactive working with partner agencies and increases involvement in co-ordinated road safety campaigns.

Review the use of resources to meet organisational objectives (IRMP Proposal 1)

This project was undertaken in order to develop an optimum strategy for allocating resources and the nature of response to incidents.

A risk based assessment of the Fire Authority's geographical area has been undertaken along with development work on an emergency response model and strategy. This work will continue during 2007/08.

Strategic Activity Funding and Expenditure Reallocation (IRMP Proposal 2)

This project was undertaken by the Service to achieve a desired ratio between prevention and operational response. It is an ongoing cyclical process that allows financial 'pump-priming' to start the risk reduction process. The activities undertaken during 2006/07 include:

- A review of current expenditure and identification of areas of potential influence
- A cost benefit analysis
- Development and piloting of a preventative programme

Further work will be undertaken during 2007/08 which will involve:

- Assessment and analysis of the effects on operational demand (following a six month trial period)
- Production of a final report

Objective 3 – Capacity Building

Develop and maximise existing capacity to deliver the organisation's vision, objectives, business needs and statutory obligations

Develop and implement a performance appraisal scheme

Key achievements include:

- Completion of a baseline assessment and creation of a benchmark to enable the Service to monitor progress year on year. This is used as a local performance indicator across the Service
- Completion of a Rank to Role exercise for operational staff providing each employee, throughout the organisation, with clear objectives and accountabilities for 2007/08 linking to corporate, group/district and local objectives
- Creation of a monitoring system to ensure that actions and information arising from the appraisal feeds into the Workforce Planning and Training Needs Analysis for the current year. It will also enable predicted courses to be arranged for the next three years

Develop and implement a performance management framework

The work undertaken during 2006/07 has concentrated on improving the performance measurement arrangements as part of the wider performance management framework. Specific activities include:

- A revised vision and medium term objectives – these have been revisited during the corporate planning process for 2007/08 and are still relevant
- A full risk assessment and resource requirement analysis of proposed corporate priorities for 2007/08 undertaken with lead members and the senior management team
- 'Roll out' of sophisticated performance management software (PB Views) to all third tier managers
- Implementation of a quarterly monitoring process measuring progress within the corporate priorities against performance (where appropriate). This is reported to lead members and the senior management team
- Implementation of a more robust target setting process. An increase in the use of FSEC and Mosaic (geographical browser) has been integrated into the planning process and used as the basis for setting priorities and targets
- On-going development of local performance indicators to supplement existing Best Value Performance Indicators

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Conduct impact assessment of all activities and policies in accordance with the Race Equality Scheme (RES)

Key achievements to date include:

- Completion of training on how to conduct Equality Impact Assessments (EIAs) for appropriate managers. Training sessions attended by Trade Union members. General awareness raised across other managers within the organisation. Training on EIAs will be an ongoing process
- Equality issues training undertaken for members, senior management team, managers and other employees
- Human Resources policies revised and amended
- Consultative sessions undertaken with members of the community adopting a mixed approach to consultation. Responses collated from a variety of quarters
- Increased awareness of diversity issues within the Service

EIAs

- Initial assessment of 83 policies undertaken to ensure they do not adversely impact on specific groups in the community i.e. due to disability, race, ethnicity, religion, gender, sexual orientation or age. This represents 50% of all existing policies in need of assessment by March 2008. Of these, 9 have been identified as requiring a full impact assessment. This work will be completed by March 2007 as part of a major Human Resources policy review
- In addition, 32 new or proposed policies have been initially assessed for adverse impact

Equality Schemes

- Progression of the three year (2005-2008) Race Equality Plan with 62% of actions completed
- Development of a Disability Equality Scheme and three year plan to meet the requirements of the Disability Discrimination Act 2005, and ensure that people with disabilities have full and equitable access to all of our services

Learning and Development

- The commencement of a comprehensive staff development programme to prevent bullying and harassment and promote an inclusive and supportive culture

Comprehensive Performance Assessment (CPA)

In April 2005, the Fire Authority was assessed under the CPA process administered by the Audit Commission. This independent assessment identified how well the Fire Authority is managed at a corporate level.

Cambridgeshire and Peterborough Fire Authority were rated as good overall and developed an Improvement Plan to address those areas identified as in need of improvement.

In order to continuously measure improvement and performance in fire and rescue authorities, the Audit Commission has developed a Performance Framework Inspection Programme comprising three elements as follows:

Use of Resources Assessment – Scored inspection process to assess the Authority across a broad range of financial issues.

The Fire Authority's Use of Resources Self Assessment was submitted in October 2006. The inspection took place in early December 2006.

Direction of Travel Assessment – An assessment of improvement, or deterioration, in performance measured through a scored, outcome focused assessment.

The Fire Authority's Direction of Travel Self Assessment was submitted in October 2006. The inspection took place in mid November 2006.

Service Assessment – A scored assessment with emphasis on operational service delivery.

The Authority's Service Self Assessment was submitted in August 2006. The inspection took place in early November 2006.

The aim of the inspection programme is to enable the Audit Commission to measure improvement within fire and rescue authorities and to do this in a proportionate way by comparing all assessments. This will provide a clear indication of the improvements a fire and rescue authority has made since its previous CPA in 2005. These assessments will not directly result in a change to the CPA categorisation in 2006/07 but will be an important factor in considering future work programmes.

The Audit Commission will publish the results in late March 2007.

Improvement Planning

The findings from the CPA process, together with legislation, initiatives within the IRMP, the requirements of the National Framework and performance, direct the medium term corporate priorities of the Fire Authority. These priorities have been endorsed by the Fire Authority lead members and senior management team.

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The medium term corporate priorities for 2007/08 are:

- Skills Gap Analysis – to ensure the Fire Authority is fully compliant with the legislative roles within the Fire and Rescue Services Act 2004
- Replacement radio scheme that will provide an interoperable communications system (Firelink) and Regional Joint Control (FiReControl)
- Implement a new Incident Recording System (IRS)
- Implement and further develop a performance appraisal scheme
- Further develop a performance management framework
- Conduct impact assessment of all activities and policies in accordance with the Equality Scheme

The successful completion of these corporate priorities together with the overall core responsibility to reduce the loss of lives and livelihoods through fire, will ensure that the Fire Authority achieves its objectives and ultimately delivers the vision (as detailed on page 7)

Corporate Priorities, Objectives and Performance Measures

The following pages detail the corporate priorities relating to each objective and list the performance indicators that inform the objectives. A performance indicator either measures progress in a specific work activity or informs the objective as a whole.

The development of local performance indicators is essential to measure progress and performance, especially where there is an absence of relevant statutory Best Value measures. The Service will continue to develop this area to ensure meaningful and accurate performance information can be obtained.

What we plan to do in 2007/08

Objective 1 – Community Safety

In consultation with employees, partners and the local community develop and provide a service that effectively communicates and delivers fire safety awareness

During 2007/08, there are no additional specific pieces of work that will contribute to the achievement of Objective 1. However, ongoing actions and initiatives, as part of the Services' every day business, will be undertaken to meet our core responsibilities.

Reduce the number of deaths and injuries as a result of accidental dwelling fires

The Fire Authority is concerned at the increased number of accidental fire deaths that occurred during 2006/07 and will strive to be more proactive in community safety work.

The Community Safety Plan will identify activities to reduce accidental dwelling fires to be delivered through District Plans. Programmes will be targeted towards high risk groups using accurate statistical information and intensified support will be provided by the central Community Safety Team.

Reduce the incidence of arson

Future actions and initiatives will build upon the progress already made by the Arson Task Force (ATF). Work packages and initiatives will be delivered locally with central guidance and co-ordination with partners.

Emphasis will be placed on the investigation of fires by improving procedures, training and liaison with the Police.

Increased partnership working with external agencies will be undertaken to reduce the growing problem of small deliberate fires. This will be achieved primarily through education and media work.

Performance measures

Performance Indicator	Description
BV 3	Percentage of citizens satisfied with the overall service provided by the authority
BV 4	Percentage of complainants satisfied with the handling of their complaints
BV 142	Number of calls to fires attended - primary fires and accidental dwelling fires
BV 143	Number of deaths and injuries arising from accidental fires in dwellings
BV 144	Percentage of accidental fires in dwellings confined to the room of origin
BV 146	Number of calls to malicious false alarms attended and not attended
BV 206	Number of deliberate fires
BV 208	Percentage of people in accidental dwelling fires who escape unharmed without FRS assistance at the fire
BV 209 i	Percentage of fires attended in dwellings where a smoke alarm had activated
LPI 142	(Previously BV 142i) Number of calls to fires attended – Total calls
LPI	Number of HFSC delivered to people aged 60+ in targeted wards <i>New - to be reported in 2007</i>
LPI	Percentage of fires in non-domestic properties that were attributed to deliberate ignition <i>New - to be reported in 2007</i>

Objective 2 – Use of resources

Ensure that resources are used effectively and safely to minimise the effects of fire and other emergencies within Cambridgeshire and Peterborough

Skills Gap Analysis – to ensure the Fire Authority fully meets new legislative roles within the Fire and Rescue Services Act 2004.

This project has been carried forward from 2006/07 to ensure that personnel are suitably qualified to meet new legislative roles. The following key activities will be undertaken during the year:

- Ongoing skills gap analysis to highlight the management and technical skills required to ensure full compliance with the Act
- Any identified skill requirement will be addressed on a risk analysis basis programmed over a three year period

Firelink/FiReControl (Regional Joint Control)

Firelink - This is a government led initiative to procure and implement a nationwide radio system for the fire and rescue service. The new system will provide improved resilience and interoperability both within the service and with other emergency services.

FiReControl - The FiReControl project is a government led initiative to improve control room efficiencies by the amalgamation of existing control rooms into regional control centres. All regional control centres will operate the same call handling and mobilising technology procured by the DCLG in order to improve resilience.

During 2007/08 the Fire Authority will continue to work with the DCLG and regional bodies to ensure that the local needs of the community are met within Firelink and FiReControl. The Fire Authority will ensure that adequate resources are utilised to meet timescales determined by the DCLG.

Incident Recording System

IRS is a national project led by the DCLG and forms part of the Fire and Rescue Service Improvement Programme.

The current fire data collection system dates back to 1994 and no longer reflects current business practice. The IRS will enable data on all incidents attended by fire and rescue services to be collected electronically and verified at source, improving the timeliness and accuracy of the current largely manual collection process.

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Nine fire and rescue services across the country took part in the pilot for the IRS from October to December 2006. Following the pilot there is a period of review and amendment before IRS goes live. Due to the infrastructure differences between the fire and rescue services, the DCLG are planning a phased roll-out over a 12 month period from June 2007.

During 2007, the Service will appoint an IRS project team and a full implementation plan will be developed.

Performance measures

Performance Indicator	Description
BV 12	The proportion of working days/shifts lost due to sickness absence
BV 15	The number of employees retiring on grounds of ill health as a percentage of the total workforce
BV 142	Number of calls to fires attended - primary fires and accidental dwelling fires
BV 144	Percentage of accidental fires in dwellings confined to the room of origin
BV 146	Number of calls to malicious false alarms attended and not attended
BV 149	False alarms caused by automatic fire detection apparatus
BV 207	Number of fires in non-domestic premises
LPI	Number of non-domestic properties with form RM4 completed in H occupancy (Hospitals/Hotels/Hostels/Homes/HMO's) <i>New - to be reported in 2007</i>
LPI	Percentage of fires in non-domestic properties that were attributed to deliberate ignition <i>New - to be reported in 2007</i>
LPI	Number of appliance movements to Automatic Fire Alarm (AFA) defective equipment <i>New - to be reported in 20/07</i>
LPI	Percentage of RTCs where extrication by the FRS took place <i>New - to be reported in 2007</i>
LPI	Percentage of RTCs where the resources mobilised were sufficient to deal with the incident <i>New - to be reported in 2007</i>
LPI 145	(Previously BV 145) Percentage of calls at which national standards for attendance were met

Objective 3 – Capacity Building

Develop and maximise existing capacity to deliver the organisation's vision, objectives, business needs and statutory obligations

Implement and further develop a performance appraisal scheme

The Fire Authority will continue towards full implementation of a performance appraisal framework that will allow a mechanism for more effective workforce planning.

Further develop a performance management framework

The Fire Authority will build on the work undertaken during 2006/07 and seek to embed performance management throughout the Service. Local targets, based on risk, will be developed and appropriate resources allocated to ensure delivery. All targets will be monitored using specialist software, effective use of which will allow local managers to manage performance.

Corporate targets will be monitored on a quarterly basis by the Senior Management Team and Lead Fire Authority Members.

Conduct impact assessment of all activities and policies in accordance with the Equality Scheme

The Fire Authority continues to take its legal and ethical responsibilities seriously by developing and implementing equality schemes for race, disability and gender, assessing the impact of everything the Service does to ensure that no group is disadvantaged.

To achieve Local Government Equality Standard Level 3 the Fire Authority will set specific equality objectives and targets for each part of the organisation.

Performance measures

Performance Indicator	Description
BV2	The level (if any) of the Equality Standard for Local Government to which the authority conforms in respect of gender, race and disability and the duty to promote race equality
BV 3	Percentage of citizens satisfied with the overall service provided by the authority
BV 4	Percentage of complainants satisfied with the handling of their complaints
BV 8	Percentage of invoices that were paid by the authority within 30 days
BV11	Percentage of top 5% of earners that are women or from black and minority ethnic communities
BV 16	Percentage of employees declaring they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area
BV 17	Percentage of ethnic minority uniformed staff within the authorities workforce
BV 150	Expenditure per head of population on the provision of the fire and rescue services
BV 157	The number of types of interactions that are enabled for electronic delivery
BV 210	Percentage of women firefighters

We hope that you find this Fire Authority Plan easy to read and informative and goes some way towards explaining and clarifying the Service's direction and priorities.