

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**9<sup>TH</sup> FEBRUARY 2009**

**1. CORPORATE STRATEGY ACTION LIST 2009 – 2012; MEDIUM TERM FINANCIAL PLAN**

Joint report of the A/Chief Fire Officer and Treasurer.

RECOMMENDED

- 1.1 THAT the Authority approves the three year Corporate Strategy 2009 – 2012 Action List set out as Appendix 1 to the report.
- 1.2 THAT the Authority approves the Medium Term Financial Plan which is aligned to the three year Corporate Strategy Action List and is set out in Appendix 2 to the report.

**2. PURPOSE OF REPORT**

This report is submitted for the Authority to approve the:

- Corporate Strategy Action List 2009-2012; and the
- Medium Term Financial Plan.

**3. BACKGROUND**

- 3.1 At its meeting on 12<sup>th</sup> February 2007, the Authority approved a fundamental change to the business planning process. It agreed the production of a three year rolling Corporate Strategy that would set out the Action List for that period and show the alignment of the Authority's objectives with the Medium Term Financial Plan.
- 3.3 Since the production for the first time last year of the three year Corporate Strategy and the Annual Service Plan, an officer group known as the Corporate Strategy Working Group has been meeting regularly to fulfil its terms of reference. These are to:
  - speak to their Director for their strategy steer regarding the inclusion of items in the Corporate Strategy and Annual Service Plan.

- speak to staff in their Directorate, Command or Station to identify items to be included in the Corporate Strategy and Annual Service Plan.
- periodically communicate drafts of the Corporate Strategy to their Director and staff in their Directorate, Command or Station to update them as to items being included in the Corporate Strategy and Annual Service Plan.
- understand the links between the various plans and processes. In particular, the Corporate Strategy, Annual Service Plan and the financial planning process.
- explain the linkages referred to in the fourth bullet point above, to staff in their Directorate, Command or Station.
- regularly scan the future and consider what may impact on the Service.
- risk assess those items that may impact on the Service in the future and determine whether or not they should be included in the Corporate Strategy.
- record those items that, after risk assessment, it is decided not to include in the Corporate Strategy and the reasons why.

3.4 Again the opportunity has been taken to use the Corporate Strategy as a means of enhancing communication with our staff. The draft Corporate Strategy document has been circulated internally for staff consultation and provided to the Lead Members for Performance Management to seek their views.

#### 4. **EQUALITY IMPACT ASSESSMENT**

The Action List will be described in more detail in the Departmental and Command Action Plans. The Action Planning template prompts authors to consider the equality impact assessment of individual Action Plan items and if necessary to complete initial or full Equality Impact Assessments.

#### 5. **LEGAL IMPLICATIONS**

The National Framework document for 2005-08 is given statutory power by the Fire and Rescue Services Act 2004. Section 1.4 of the Framework requires Fire and Rescue Authorities to 'produce Annual Action Plans in which they have fully consulted their local communities, allowing twelve weeks for consultation.

## 6. **FINANCIAL IMPLICATIONS**

The Medium Term Financial Plan is part of the three year Corporate Strategy. The planning assumptions and target setting process is timed to coincide with the budget setting process, ensuring that tactical and financial plans are aligned. The costs of printing the Corporate Strategy will be met from within existing budgets.

## **BACKGROUND PAPERS**

Corporate Strategy Working Group Minutes

V RANDENIYA  
A/CHIEF FIRE OFFICER

L BATEMAN  
TREASURER



## Corporate Strategy – Strategic Action Plan 2009 - 2012

**KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY****1.1 Educate, inform, target vulnerable groups**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
1	We will improve safety in the home focussing on our most vulnerable communities to reduce the incidence and severity of preventable fires	Operations	H	✓	

**KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY****1.2 Ensure our services meet the needs of diverse local communities**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
2	To implement an Asset Management Portfolio within Technical Services for the management of operational equipment, fire engines and support vehicles and information and communication technology assets	Technical Services	H	✓	
3	To implement the national digital radio scheme (Firelink) throughout the West Midlands Fire Service area	Technical Services	H	✓	

**KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**1.3 Advice and enforcement**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11-2011/12
4	Review fire safety policy relating to our duty to enforce fire safety legislation and how it serves enforcing officers	Operations Support	H		✓

**KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**1.4 Combat arson and fire crime**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11-2011/12
5	We will work with our partners to reduce anti-social behaviour and Arson in the communities in line with the following National Indicator:  NI 33 – Arson incidents  Number of deliberate (i) primary and (ii) secondary fires per 10,000 population.	Operations	H	✓	

**KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**1.5 Work with partner agencies to achieve our common objectives**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
6	Promote regional collaboration and the development of joint working protocols related to the management of incidents	Operations Support	H	✓	
7	We will support our partners in engaging with children and young people to promote good citizenship, healthy living and educational attainment	Operations	H	✓	
8	We will work with partners to influence reductions in the numbers of people killed or seriously injured (KSI) in line with the following National Indicators:  NI47 People killed or seriously injured in Road Traffic Collisions NI48 Children killed or seriously injured in Road Traffic Collisions	Operations	H	✓	

**KEY PRIORITY 2: RESPONSE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**2.2 Deal effectively with incidents**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
9	In line with the West Midlands Fire Service Environment Strategy, investigate and report on the feasibility of revising existing or developing new operational tactics and techniques, to reduce environmental impact	Operations Support	H	✓	
10	Investigate and forecast likely impact of climate change on intervention techniques and workload. Examine potential demand on vehicles and equipment; other resources; skills and knowledge; training and development	Operations Support	H		✓

**KEY PRIORITY 2: RESPONSE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**2.3 Provide appropriate vehicles, equipment and information**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
11	Continue to work to support the progress of the national FiReControl project. CLG led project work will be undertaken by numerous departments across the West Midlands Fire Service	Technical Services	H		✓

12	To work with developing national guidance to ensure that information provided to staff with regard to the delivery of our Emergency Response capability supports effective intervention at a range of incidents	Operations Support	H		✓
13	Introduce flexible servicing and maintenance of WMFS fleet to support full availability of front line appliances	Technical Services	H	✓	
14	Establish and maintain an Operational Intelligence management process integrating Site Risk and Fire Safety information with post event debrief to improve firefighter safety and effective operational intervention through learning and development	Operations Support	H	✓	
15	Review current Haz Mats provision to develop more effective and efficient ways of working	Operations Support	H	✓	
16	To acquire and locate 5 purpose designed Training at Height facilities at selected sites	Technical Services	H		✓
17	Examine current disposition of fire stations and the resources housed within them. Work with others (TS; Ops; Training etc.) to identify future business needs and to ensure that plans are in place to accommodate these within developing Asset Management Plan and other relevant Brigade strategies	Operations Support	H		✓
18	To develop regional replacement of Respiratory Protective Equipment (RPE) and deliver savings through scale of procurement, interoperability and resilience benefits through the sharing of regional resources in the delivery of standardised regional RPE	Technical Services	H	✓	

**KEY PRIORITY 2: RESPONSE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**2.4 Develop civil resilience and planning**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11-2011/12
19	To develop and implement an ICT security strategy	Technical Services	H	✓	
20	To further embed risk management principles and then develop and implement appropriate processes within the organisation	Corporate Planning & Support	H	✓	
21	Develop and implement the Environment Strategy to improve environmental performance and use of resources	Operations Support	H	✓	

**KEY PRIORITY 3: PEOPLE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**3.1 Developing leadership capacity**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11-2011/12
22	We will attract and retain people with excellent leadership skills to support the future of the organisation	Human Resources	H	✓	

**KEY PRIORITY 3: PEOPLE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**3.2 Developing the organisation**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
23	To refine our public consultation and engagement processes in the light of the Duty to Involve	Corporate Planning & Support	H	✓	
24	To further enhance the integrated action planning template utilising ICT	Corporate Planning & Support	M		✓
25	We will improve the framework for consultation and communication, and review processes for the resolution of employee relations issues	Human Resources	H	✓	

**KEY PRIORITY 3: PEOPLE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**3.3 Developing the skills and capacity of our workforce**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
26	We will provide appropriate development opportunities to help staff identify, acquire and maintain knowledge and skills to support the achievement of excellence and to develop and demonstrate leadership skills	Human Resources	H		✓

27	We will improve realism in training to enhance the effectiveness of operational response personnel	Human Resources	H	✓	
28	We will complete all modules in relation to the six equality and diversity strands and provide new and innovative activities to further develop understanding and skills	Human Resources	H	✓	

**KEY PRIORITY 3: PEOPLE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**3.4 Resourcing the West Midlands Fire Service**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
29	We will develop a plan of action to meet the recruitment targets as set out in the national Equality and Diversity strategy	Human Resources	H	✓	
30	We will develop a network of individuals and organisations within the community who we can create partnerships with that will enable true engagement with service users	Human Resources	M		✓
31	We will recruit and train Equality Champions who will support the organisation in carrying out the actions as set out in the national E&D strategy	Human Resources	H	✓	
32	We will develop recruitment, retention and reward strategies to provide a skilled workforce	Human Resources	M		✓
33	We will develop a workforce plan to provide sufficient staff with appropriate skills to enable effective succession/capacity planning	Human Resources	H	✓	

**KEY PRIORITY 3: PEOPLE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**3.5 Reward and Recognition**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
34	We will consult on a reward strategy that recognises the contribution of our people and delivers value for money	Human Resources	H	✓	
35	We will develop flexible working practices to support performance improvement and provide employment conditions that suit our diverse workforce and the needs of the organisation	Human Resources	H	✓	

**KEY PRIORITY 3: PEOPLE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**3.6 Promoting the health and well-being of the workforce**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/09	2010/11- 2011/12
36	We will work with managers to reduce the number of days lost due to sickness absence and rehabilitate employees at the earliest opportunity	Human Resources	M	✓	

**KEY PRIORITY 4: CORPORATE GOVERNANCE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**4.1 Budget to demonstrate Value for Money**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
37	To undertake a compliance and non-compliance assessment regarding delivering good governance in the West Midlands Fire Service using the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) template for governance evidence statements	Corporate Planning and Support	H	✓	
38	To co-ordinate efficiency returns and efficiency plans in order for the Authority to demonstrate its commitment to value for money.	Finance and Procurement	H	✓	

**KEY PRIORITY 4: CORPORATE GOVERNANCE  
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY**

**4.2 Ensure continuous improvement**

No.	Action	Responsible Director	Priority (H – High M – Medium L – Low)	Completed by	
				2009/10	2010/11- 2011/12
39	To carry out a review of existing procedures with the potential to introduce a document management system. Carry out the necessary steps in order to work towards attaining ISO27001 – Information Security Management System	Corporate Planning and Support	H		✓

40	To develop and put in place processes and measures with the aim of achieving the requirements of the Key Lines of Enquiry regarding data quality	Corporate Planning & Support	M	✓	
41	To improve our current performance management framework and promote its use across the service and to support, guide and develop performance champions	Deputy Chief Officer	H	✓	
42	Integrate Appreciative Inquiry throughout the organisation using a range of tools and techniques to bring about effective organisational change	Deputy Chief Officer	H		✓
43	Prepare and support the organisation for the launch of Comprehensive Area Assessment with focus on continual improvement and sustainability	Deputy Chief Officer	H	✓	
44	Develop a forward looking operational peer assessment toolkit which will focus on preparing for the introduction of operational assessment linked to Comprehensive Area Assessment	Deputy Chief Officer	H	✓	



## MEDIUM TERM FINANCIAL PLAN

As part of its medium term planning strategy the Authority has produced a three year Medium Term Financial Plan covering the period 2009/10 to 2011/12. The purpose of this plan is to illustrate the potential affect the 2009/10 to 2011/12 budget has on future years' precepts. Information is provided on the estimated revenue expenditure and the three year Capital Programme.

- To identify the cost of the Service to enable the Authority to calculate the amount of funding that needs to be raised through Council Tax.
- Forms an integral part of the Authority's performance management system and is the benchmark against which actual financial performance is measured.
- To provide details of the Authority's approved capital investment plan for the next three years. This plan forms part of the overall Corporate Strategy and the schemes included within it support the Authority's Key Priorities.

The Authority recognises the importance of ensuring the service to the community represents value for money. All budget holders are required to consider value for money and efficiency when determining budget estimates. One of the most obvious ways that the Authority demonstrates how the service has delivered Value for Money is through the production of Annual Efficiency Statements.

### **Financing of the Fire and Rescue Service**

This section provides a summary of how much the service costs along with details of how the money is raised.

#### **How much does the Service cost?**

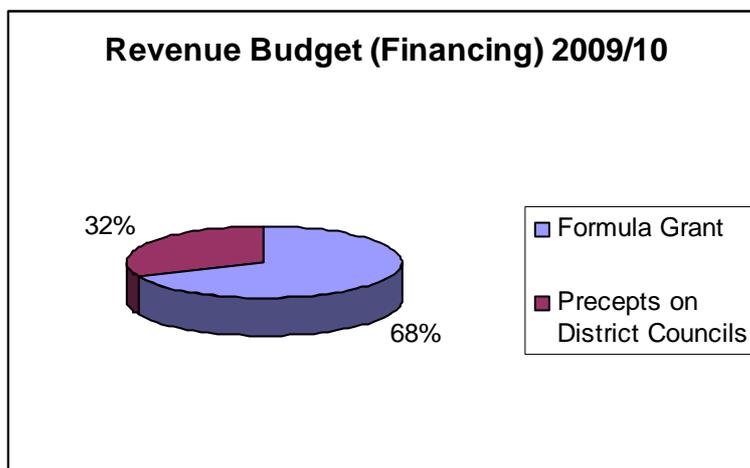
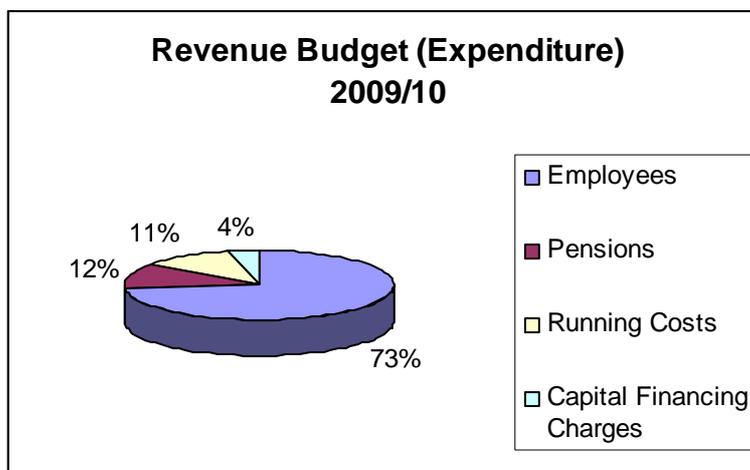
The table below details the West Midlands Fire and Rescue Authority's revenue budget for the financial years 2008/09 and 2009/10:

	<b>2008/09 (£m)</b>	<b>2009/10 (£m)</b>
Gross Expenditure	105.745	106.349
Income	(3.633)	(3.054)
Net Expenditure	102.112	103.295
Pensions	13.298	13.715
Total Budget	115.410	117.010

## How is the budget spent?

This table and chart show how the budget is planned to be spent in 2009/10:

<b>Expenditure:</b>	<b>(£m)</b>
Employees	85.414
Pensions	13.715
Running Costs	12.776
Capital Financing Charges	5.105
<b>Total</b>	<b>117.010</b>



## Who pays for it?

This table and chart show how West Midlands Fire Service is funded. By far the largest source of income is from Central Government in the form of Formula Grant.

The Authority's net revenue budget for 2009/10 is £117.010m financed by:

<b>Financing:</b>	<b>(£m)</b>
Formula Grant	79.900
Precepts on District Councils	37.110
<b>Total Budget</b>	<b>117.010</b>

### **Revenue Budget 2009/10 to 2011/12**

The table below details the West Midlands Fire and Rescue Authority revenue budget for the financial years 2009/10 to 2011/12 in Best Value format and shows the potential impact of precept levels on District Councils. In 2009/10 approximately 68% of the Authority's expenditure will be funded by Government grant.

### **Revenue Budget 2009/10 to 2011/12**

The table below details the West Midlands Fire and Rescue Authority revenue budget for the financial years 2009/10 to 2011/12 in Best Value format and shows the potential impact of precept levels on District Councils:

	<b>2009/10</b> <b>£000s</b>	<b>2010/11</b> <b>£000s</b>	<b>2011/12</b> <b>£000s</b>
Firefighting and Rescue Operations	103,165	105,045	107,247
Community Fire Safety	15,677	15,951	16,285
Corporate Management	1,546	1,591	1,624
Emergency Planning and Civil Defence	414	426	435
<b>Net Cost of Services</b>	<b>120,802</b>	<b>123,013</b>	<b>125,591</b>
Appropriations and Interest	(3,792)	(3,713)	(3,791)
<b>Total Budget</b>	<b>117,010</b>	<b>119,300</b>	<b>121,800</b>
<b>Financing:</b>			
Formula Grant	79,900	80,813	81,621
Precept on District Councils	37,110	38,487	40,179
<b>Total Financing</b>	<b>117,010</b>	<b>119,300</b>	<b>121,800</b>
Potential impact on precept levels	2.5%	3.7%	4.4%

### Three Year Capital Programme 2009/10 to 2011/12

The following table provides detail of the Fire Authority's approved Capital Programme and financing arrangements for the next three years:

	2009/10 £000s	2010/11 £000s	2011/12 £000s
Buildings	1,890	2,360	560
Vehicles	2,295	2,152	2,300
Equipment	672	-	-
<b>Total Expenditure</b>	<b>4,857</b>	<b>4,512</b>	<b>2,800</b>
<b>Funded by:</b>			
Borrowing	4,431	4,559	4,559
Revenue Financing	734	-	-
Capital Receipts	1,086	159	-
<b>Total Funding</b>	<b>6,251</b>	<b>6,158</b>	<b>4,559</b>
<b>Surplus (Deficit)*</b>	<b>1,424</b>	<b>1,646</b>	<b>1,759</b>

\* Current surplus are required to provide flexibility to deal with issues arising from the Service Plan consultation.