

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

EXECUTIVE COMMITTEE

10 DECEMBER 2012

1. 'THE PLAN' 2013-2016

Joint report of the Chief Fire Officer and Clerk and Monitoring Officer

RECOMMENDED

THAT the Executive Committee approves the draft four Key Priorities (Communities and Partnerships, Response, People and Value for Money), Strategic Objectives and Service Outcomes in order to develop 'The Plan' document for 2013-2016.

2. PURPOSE OF REPORT

- 2.1 This report is submitted to update the Executive Committee on progress in the development of 'The Plan' for 2013-2016. The Executive Committee is asked to approve the proposed changes, which are in draft form until public consultation has taken place on the Integrated Risk Management Plan (IRMP), which we have called the Community Safety Strategy (CSS). The CSS sets out in more detail how we have used our risk analysis in our planning process and the 10 key consultation questions for the public to respond to.
- 2.2 The outcomes of public consultation and any impact on the strategic objectives will be considered before 'The Plan' is finalised and submitted for approval on 18 February 2013. Changes may also be required as a result of the financial settlement due in December 2012.
- 2.3 The consultation questions can be found on the internet at www.wmfs.net.

3. **BACKGROUND**

- 3.1 'The Plan' outlines the strategic direction for the Authority covering a three year period and contains the vision, four key priorities (Communities and Partnerships, Response, People and Value for Money), outcomes, strategic objectives and corporate performance indicators. 'The Plan' defines the range of services that will be provided by the Authority, the outcomes that will be achieved and the commitment to work in partnership with others.
- 3.2 In accordance with the Service's strategic planning process 'The Plan' is reviewed and its content revised as a minimum, on an annual basis. This review commenced on 24 October 2012, when a number of senior officers who make up the Strategic Advisory Group (SAG) were asked to consider the content of 'The Plan' and its appropriateness for future years 2013-2016.
- 3.3 Following this Corporate Board reviewed, amended and approved the changes proposed by SAG.
- 3.4 The revision of 'The Plan' will outline the strategic direction for the Authority over the period 2013-2016, setting out how we will deliver our services in support of this and the outcomes of our CSS. 'The Plan' will continue to include the vision, four key priorities, outcomes, strategic objectives and corporate indicators.
- 3.5 The revision for 2013-2016 will also include:
 - 3.5.1 A strategic foreword providing the Service with one single source of direction from the Authority to the CFO, based on our strategic priorities and which will be linked to team and individual performance objectives.
 - 3.5.2 A summary of our CSS setting out how we use integrated risk management and consider community risk to make key decisions about changes to the organisation.

- 3.6 The Community Safety Strategy will also be linked to 'The Plan', providing further information about how we intend to deliver the four key priorities and objectives. Importantly, it will enable us to fulfil the requirements of the National Framework Document by setting out in detail, how risk based information has been used to target our resources to risk.
- 3.7 Appendix 1, details the changes proposed to Service outcomes and strategic objectives. We are developing a suite of corporate performance indicators, building upon our existing indicator sets and will review our performance targets.
- 3.8 In summary, the four key priorities and outcomes as outlined in 'The Plan' for 2013-2016 will remain largely the same as in previous years, because we have not identified a strategic need to fundamentally change these.
- 3.9 The strategic objectives have however been reviewed and refined as follows:
 - 3.9.1 The 'Environmental' strategic objective has been removed. This objective has been delivered and environmental activities are now embedded across the Service as part of business as usual.
 - 3.9.2 The 'Dealing Effectively with Incidents' objective has been refined to focus on the effective delivery of our response services.
 - 3.9.3 The 'People' objectives have been refined into one objective focusing on the development of all personnel.
- 3.10 The outputs and outcomes detailed in the current 'Dealing Effectively with Incidents' plan include elements relating to the development of our operational response personnel. It is proposed to realign these to the 'People' objective as highlighted in 3.9.3.
- 3.11 Clearly the development of our people includes both operational and non-operational personnel, covering a whole range of functions and services. The proposed 'People' objective, linked into other objectives, will ensure that both elements of resources (people and physical) are incorporated.

- 3.12 The wording for all strategic objectives has been refined and these can be found at Appendix 1.
- 3.13 A number of other supporting strategies to help enable service delivery are to be developed to support the delivery of 'The Plan'.

4. **EQUALITY IMPACT ASSESSMENT**

- 4.1 In preparing this report an initial Equality Impact Assessment is not required and has not been carried out.
- 4.2 However, a review of the original Equality Impact Assessment against 'The Plan' 2012-2015 will be undertaken following approval of the proposals set out in this report. Further Equality Impact Assessments will also be undertaken where appropriate as part of the creation of the strategic objectives and supporting strategies which deliver 'The Plan'. The Equality Impact Assessments will take into account the outcomes of our consultation.

5. **LEGAL IMPLICATIONS**

'The Plan' provides a framework for the Authority which ensures it can demonstrate it meets all of the requirements set out in the Fire and Rescue National Framework for England sets out the requirement for FRAs to publish statements of assurance.

6. **FINANCIAL IMPLICATIONS**

There are no financial implications.

BACKGROUND PAPERS

SAG workshop Outputs 24.10.12

CB minutes 06.11.12

Strategic Foreword draft V1

'The Plan' 2012-2015

IRMP Consultation - www.wmfs.net

VIJ RANDENIYA
CHIEF FIRE OFFICER

NEERAJ SHARMA
CLERK AND MONITORING
OFFICER

APPENDIX 1

'The Plan' 2013-2016

'The Plan' for 2013-2016 will contain the following outcomes, key priorities and strategic objectives. The current wording is highlighted in grey italic text. The proposed wording is in black normal text.

Outcomes:

1. Reduce the number and severity of fires, injuries and deaths.
2. Improved Road Safety. *(Reduce the number and severity of road traffic collisions, injuries and deaths).*
3. At all times be well prepared to respond to incidents including major threats and emergencies. *(Ensure that at all times we are well-prepared in order to respond to all incidents including major threats and emergencies).*
4. Improve the safety, health and wellbeing of our local communities. *(Work with partners to improve the safety, health and wellbeing of our local communities).*
5. Protect business from risk of fire in order to support the economy.
6. Reduce the impact of malicious calls and false alarms on our resources.
7. Deliver value for money and improve our services by making the best use of all of our resources.
8. Deliver services in a responsible and sustainable way to reduce the impact of our work on the environment.
9. High levels of public satisfaction and confidence in our services so that people feel safer.

Key Priorities and Strategic Objectives:

Communities and Partnerships:

1. (Vulnerable People)
We will improve the safety of our communities at risk from fire
We will:
 - *Reduce the number of fires, deaths and injuries.*
 - *Work with partners locally to improve the safety, health and wellbeing of the most vulnerable people within our communities in the most effective and efficient way. Thereby reducing the impact of potentially damaging lifestyles and behaviours.*

2. (Road Safety)

We will improve road safety through targeted action

We will:

- *Promote and work with responsible partners and other stakeholder groups to improve road safety through structured, efficient and effective, targeted action to reduce the number of people killed or seriously injured.*

3. (Arson and Anti Social Behaviour)

We will improve the quality of life and economic prosperity of local communities

We will:

- *Improve the quality of life and economic prosperity within local communities by preventing, educating and reducing the effects of arson and anti-social behaviour.*

4. (Advise & Enforce)

We will advise and enforce on fire safety issues to comply with fire safety legislation

We will:

- *Continue to effectively advise and enforce on fire safety issues across the West Midlands in line with current legislation.*
- *Consult and liaise with partners including the Health and Safety Executive, Building Control Bodies and Licensing Task Forces to achieve safer premises and preserve the built environment in the West Midlands.*
- *Continue to improve the information and intelligence provided to emergency crews, enabling them to deal effectively and efficiently with incidents and keep them safe.*
- *Continue to improve the accuracy of information provided to emergency crews.*

Environment

We will:

- *Adapt and invest where necessary to ensure we have adequate resources and technologies to deal with incidents caused by severe weather and the impact of climate change.*

- *Build on our approach to carbon management and mitigation technologies, throughout the organisation in order to reduce our carbon emissions, carbon footprint and energy costs and make better, more economic use of partnerships to maximise our impact in this area.*
- *Protect the natural environment by preventing fires and where fires and other incidents have occurred, to effectively minimise the environmental impacts.*

Response:

5. (Response (Dealing Effectively with Incidents))
We will deliver a safe, economic, efficient and effective emergency response service

We will:

- *Plan in conjunction with partner agencies and organisations for known risks and emergency situations.*
- *Provide appropriate equipment, vehicles and information and develop innovative and effective flexible procedures to support emergency incidents.*
- *Use our learning from incidents and information from known risks, to continuously improve our response to emergencies.*
- *Deliver a safe, economic, efficient and effective emergency response service by ensuring we have the right staff with the right skills in the right place, at the right time.*

People:

6. (People)
We will ensure we will have the right staff, with the right skills, in the right place at the right time

Innovative, Creative and Accountable Leadership

We will:

- *Select, develop and retain a skilled, flexible and motivated workforce.*
- *Enable and empower leadership at all levels.*
- *Support all employees in identifying, acquiring and maintaining knowledge and skills required to deliver organisational objectives effectively and efficiently.*

Recognised, valued and engaged staff who are safe and healthy at work

We will:

- *Ensure that effective reward and recognition packages are in place to attract and retain a highly skilled, high performing and flexible workforce.*
- *Support our employees to enable them to achieve and maintain excellent health and safety and well being.*
- *Provide flexible employment conditions and working patterns that balance both the needs of the diverse workforce and the Service.*

Organisational Development

We will:

- *Develop and sustain effective working relationships and partnerships to continuously improve our organisational outcomes.*
- *Enable organisational learning across professional and sector boundaries to increase performance.*
- *Build our people capacity to be more dynamic and responsive to managing change within the organisation.*

Our People and the services we provide reflect the needs of our Community

We will:

- *Ensure that the needs of our different communities and workforce are reflected through equality outcomes aligned to organisational outcomes.*
- *Communicate, consult and engage with: employees, partners and communities, to improve outcomes*

Value for Money (commitment statement):

- West Midlands Fire and Rescue Authority is committed to providing a high quality value for money service and already have a sustained track record of delivering improvement.
- We recognise the need to continue to place an emphasis on VFM, so we are able to respond to external influences and the challenges we face in delivering the high quality services expected by our communities, with less resources.
- Through the provision of an effective performance reporting framework, we will constantly challenge what we are achieving to ensure the delivery of this 'Plan' in the most economic, efficient and effective way.