

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

15 APRIL 2013

1. 'THE PLAN' 2013-2016

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

RECOMMENDED

- 1.1 THAT the Authority approves 'The Plan' for 2013-2016, as set out in Appendix 1.
- 1.2 THAT the Authority approves the Corporate Performance Indicators and targets for 2013-2014 as set out in Appendix 2.

2. PURPOSE OF REPORT

This report is submitted for approval of 'The Plan' for 2013-2016 and the Corporate Performance Indicators and targets for 2013-2014. 'The Plan' details the Key Priorities, Outcomes and Strategic Objectives, which set the strategic direction for West Midlands Fire and Rescue Authority.

3. BACKGROUND

- 3.1 On 18 February 2013, the Authority noted the content of the draft 'Plan', which outlined the strategic direction for the Authority over the period 2013-2016 and included the Key Priorities, Outcomes and Strategic Objectives. These key elements of 'The Plan' have not changed and the document has since been developed further, to define the range of services provided by the Authority and the commitment to work in partnership with others.

- 3.2 An updated version of 'The Plan' 2013-2016 is set out at Appendix 1. The development of 'The Plan' has been informed by the development of the Integrated Risk Management Plan (IRMP) in a document entitled 'The Community Safety Strategy', which contains details of our community risk analysis. The Community Safety Strategy will be hyperlinked to 'The Plan' once launched and is submitted as a separate agenda item (Item 6).
- 3.3 'The Plan' has been amended since the February Authority meeting and now includes:
 - 3.3.1 A joint Foreword from the Chair to the Authority and the Chief Fire Officer, incorporating the key elements of the Strategic Intent Document and the Authority's priorities.
 - 3.3.2 The Service's risk based attendance matrix to set out more overtly our performance standards.
 - 3.3.3 An additional section 'How We Are Changing for the Future' which replaces 'The Challenges We Face', to more positively outline the approaches the Service will use to address future changes in investment, resources and risk.
- 3.4 The Service's Corporate Performance Indicators and targets for 2013-2014 are set out at Appendix 2. These indicators and targets are designed to track performance against 'The Plan' over the period.
- 3.5 The Corporate Performance Indicators and targets have been developed following a number of meetings with senior managers to establish and agree approach and rationale. A target setting meeting which took place on 13 March, finalised the indicators and targets for 2013-2014 and was attended by the Chair of the Scrutiny Committee.
- 3.6 The Corporate Performance Indicators and targets set for 2013-2014 have been determined using analysis of trends against a three year rolling average, as well as knowledge of local managers and the influence of external factors, to moderate and inform the levels set. Below is an overview of the performance indicators and proposed targets for 2013/2014.

3.6.1 Operational Performance Indicators

Operational performance indicators remain the same. Overall performance during 2012-2013 has been positive. Targeted prevention work has contributed to performance and above average wet weather conditions has also played an important part in the number of incidents. Targets have been revised recognising that such conditions may not continue to the same extent during 2013-2014, as well as the potential impact of any future external influences such as the introduction of the Welfare Reform Act. The rationale behind the targets set for each operational performance indicator is detailed in Appendix 2.

3.6.2 People Performance Indicators

Workforce profile performance indicators (PI17-23) remain the same. The existing recruitment freeze has limited the ability to proactively influence performance against these indicators. With an improved understanding around the workforce's profile, leavers and the potential for future recruitment, performance will be reviewed following year end and 2013-2014 targets set during April.

Sickness absence targets (PI26-27) proposed for 2013-2014 reflect the continued improvement in performance for both uniformed and non-uniformed staff during 2012-2013.

3.6.3 Health and Safety Performance Indicators

The targets for our health and safety indicators reflect the positive performance in these areas over the last year. Whilst the percentage reduction remains the same, improved actual performance has resulted in targets to reduce: the Total Number of Injuries (PI19) and Total Reporting Injuries Diseases Dangerous Occurrences (PI20), further.

3.6.4 Environmental Performance Indicators

Our environmental performance indicators and targets also remain the same for 2013-2014. The target for PI 21, the reduction in Carbon Emissions, is set over a 5 year period (ending in 2014) and we have already achieved this target. The reduction in Gas and Electricity Usage across all sites (PI's 22) has many influencing factors and cannot be entirely controlled by appropriate usage. There is still some way to go to achieving this target for all Service sites.

- 3.7 A forecasting approach is being developed to complement the target setting process. Whereas targets represent our goals for improved performance, forecasts will enable us to better predict expected (most likely) outcomes of our performance in certain areas based on our experience, knowledge and professional judgement and helps us to estimate future performance and resourcing needs.
- 3.8 'The Plan' and Corporate Performance Indicator targets will be subject to review throughout the year, to ensure they are still valid and relevant, having regard for any new or emerging influences. This approach will ensure the targeting of resources is undertaken in the most cost effective and efficient way, to deliver the key priorities and objectives of the Service.
- 3.9 Performance against 'The Plan' will be monitored on a regular basis through quarterly Corporate Performance Review and Strategic Advisory Group meetings. The outputs from these meetings will be reported to the Scrutiny Committee on a quarterly basis.
- 3.10 Any significant changes to 'The Plan' will require the approval of the Authority using the existing arrangements.
- 3.11 To enable the document to be revised as necessary, it will be maintained in an electronic format only. The use of an electronic format for 'The Plan' document will reduce both the production costs and the consumption of raw materials, in line with the organisation's Value for Money and Environmental strategies. This also has the advantage of being able to hyperlink key information from 'The Plan' to provide up to date supporting information.

- 3.12 'The Plan' and Strategic Objectives will be delivered and managed through a portfolio framework of supporting strategies, action plans, change programmes and projects and through individual personal development reviews.

4. **EQUALITY IMPACT ASSESSMENT**

A review of the Equality Impact Assessment against 'The Plan' for 2012-2015 has been undertaken for 'The Plan' 2013-2016. Further Equality Impact Assessments will also be undertaken where appropriate as a part of i) the creation of the strategic objectives which deliver 'The Plan', and ii) the Building upon Success (BuS) Programme work.

5. **LEGAL IMPLICATIONS**

The Fire and Rescue Services National Framework requires the production of an Integrated Risk Management Plan, which covers a minimum of a three year period. 'The Plan' 2013-2016 provides an outline of how this will be delivered. The Framework is given statutory power by reference to it in the Fire and Rescue Service Act 2004.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

BACKGROUND PAPERS

'The Plan' 2012-2015

'The Plan' 2013-2016 – 6 November 2012 Corporate Board Paper

'The Plan' 2013-2016 – 10 December 2012 Executive Committee paper

'The Plan' 2013-2016 – 18 February 2013 Authority Paper

The contact name for this report is Phil Loach, A/DCFO, 0121 380 6909.

VIJ RANDENIYA
CHIEF FIRE OFFICER

NEERAJ SHARMA
CLERK AND MONITORING
OFFICER

