

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

21st JULY 2014

1. **THE PLAN 2014-2017**

Report of the Chief Fire Officer and the Clerk and Monitoring Officer.

RECOMMENDED

THAT the Authority approve the amendments to The Plan 2014-2017 as set out in Appendix 1.

2. **PURPOSE OF REPORT**

This report is submitted for approval of an amendment to 'The Plan' for 2014/2017. 'The Plan' details the priorities, outcomes and strategic objectives, which set the strategic direction for West Midlands Fire and Rescue Authority.

3. **BACKGROUND**

- 3.1 Members will be aware that The Authority's corporate strategy document, The Plan 2014-2017, was approved at Executive Committee on 24th March 2014. Following a recent review, Corporate Board (CB) has approved a revision to the Strategic Objectives set on page 13 of The Plan publication which was published on 1st April 2014 and is available on our website.
- 3.2 Specifically, the Strategic Objectives have been aligned to more appropriately reflect and provide clarity to employees and the community alike as to the core services that we deliver to our communities.
- 3.3 Given the ongoing financial challenges faced by the Authority, it is particularly important that the Service retains its focus on maintaining its core delivery services. Therefore, the following five Strategic Objectives, designed to enable the achievement of our four priorities, will remain set out in The Plan:

[ILO: UNCLASSIFIED]

- we will improve the safety of our communities at risk from fire
- we will improve road safety through targeted action
- we will improve the quality of life through and economic prosperity of local communities
- we will advise and enforce on fire safety issues across the West Midlands to comply to with Fire Safety legislation
- we will develop an assertive, safe, economic, efficient and effective emergency response service.

These objectives are aligned to the outcomes set out in The Plan and to our core service delivery functions of Prevention, Protection and Response.

3.4 The following Strategic Objective will be removed

- we will develop a skilled, motivated and flexible workforce reflective of our community, who are focussed on continually improving the services we provide.

3.5 The removal of this Strategic Objective does not mean that the Service is not committed to ensuring our people are the best they can be. Developed, skilled and motivated personnel are critical enablers to the delivery of our core delivery services. However, in a similar way to our Value for Money priority, the 'People' priority will be enabled via a range of functions, systems, processes and procedures and is themed and embedded in everything we do. Specifically it is supported by a robust planning and performance framework.

3.6 To further support the achievement of the remaining five Strategic Objectives, the Service has realigned its delivery functions of Protection, Prevention and Response to sit within one (Operations) Directorate. Although a relatively new development the Service is already benefiting from the greater synergies in delivery as a result of this restructure.

3.7 As well as important community benefits offered by structural realignment, the refining of our Strategic Objectives and the current organisational structure provides clarity as to what services and functions should be considered Service Support and what are Service Delivery.

This is particularly important in enabling the Service to achieve its strategic intent set out in The Plan including:

“Our service delivery will be enabled by a compact, responsive and motivated team of support staff providing essential high quality support services. We will seek further efficiencies by exploring opportunities for shared services with other public sector providers”.

- 3.8 The restructure of the service’s strategic objectives gives a clear focus on service delivery. The change of the ‘People’ objective becoming a ‘Supporting Strategy’ is to further align the approach of Service Delivery / Service Support, with the People Strategy providing the framework for the development of our people to be able to achieve Service Delivery strategic objectives.
- 3.9 Appendix 1 sets out the revised Strategic Objectives. Our Priorities and Outcomes remain unchanged.

4. **EQUALITY IMPACT ASSESSMENT**

An Equality Impact Assessment was undertaken for The Plan 2013/2016. Given that there is no significant change to the latest plan, a further assessment is not required.

5. **LEGAL IMPLICATIONS**

The Fire and Rescue National Framework requires the production of an IRMP. The Framework is given statutory power by reference to it in the Fire and Rescue Services Act 2004.

6. **FINANCIAL IMPLICATIONS**

There are no direct implications arising from this report.

BACKGROUND PAPERS

PPF presentation 20 January 2014
Executive Committee Report, 24 March 2014, Agenda Item 5, The Plan 2014-17.

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