

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**15 FEBRUARY 2016**

1. **THE PLAN 2016-2019**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Authority approve the amendments to the Vision Statement, Priorities and Outcomes in The Plan for 2016–2019 as set out in Appendix 1.

2. **PURPOSE OF REPORT**

This report sets out the revised Vision statement, Priorities and Outcomes for The Plan for 2016-2019, which derive from our Integrated Risk Management Plan (IRMP). They are designed to enable West Midlands Fire Service to be sufficiently responsive to react to the increasingly changing environment of the public sector.

3. **BACKGROUND**

- 3.1 In accordance with its planning framework, the Service has reviewed its rolling three year corporate strategy – The Plan. As part of this approach the Service has reviewed its Vision Statement, Annual Priorities and Outcomes which are enablers to achieving our vision of Making West Midlands Safer. Our Community Safety Strategy sets out in detail the risk based analysis that has informed the recommendation above. Following a review of the risk analysis, there has not been any significant change to risk in the West Midlands and as such our priorities and outcomes remain appropriate to achieve our revised vision, as does the Service Delivery Model that is currently in place.
- 3.2 The Vision statement, the Priorities and Outcomes have been aligned to more appropriately reflect our ongoing ambition to support wider improved outcomes in other areas, in particular health and well-being. In addition to providing clarity to employees and the community alike, as to the core services that we deliver to our communities. These are shown in Appendix 1.

- 3.3 The Vision statement has been revised and is proposed to change to:

*“Making the West Midlands Safer, Stronger and Healthier”*

- 3.4 The broadening of this vision statement to include *stronger and healthier*, reflects how our prevention and protection agenda has and is, continuing to widen through the services we provide and the influence we have, as part of our approach to an integrated Service Delivery Model. It also provides clarity in our ambition to align to the devolved combined authority; and to continue to support through effective partnerships and our commissioning model, wider and improved health and well-being outcomes for our community.
- 3.5 The Service remains committed to its Priority statements that focus on our core services and their delivery through the Service Delivery Model - Prevention, Protection and Response. The wording of these statements has been reviewed in line with 3.4 above. In addition, this change to the wording enables a wider approach to engaging and communicating with key stakeholders and partners.
- 3.6 The Outcome statements aligned to these priorities have also been refreshed to ensure they are reflective of the direction of the Service over the rolling three years and provide clarity in what the Service is seeking to achieve.
- 3.7 An additional area of focus is proposed as part of the review of The Plan, which aims to demonstrate our strategic intent around how we will deliver our revised Vision, Priorities and Outcomes. This is set out as:

*“Effective Delivery through Collaboration”*

- 3.8 To enhance the delivery of the priorities and outcomes as highlighted in paragraphs 3.4-3.6 (detailed in appendix 1) and following a successful trial, 3 Business Support Vehicles have been added to the fleet and will enhance the Service Delivery Model and delivery of The Plan 2016-2019. Members will recall from the Policy Planning Forum on 12 October 2015 the trial focused on responding to unwanted fire signals, providing business safety advice and operational resilience to the Service

Delivery Model using operationally competent fire safety staff. The Business Support Vehicles have been effective in contributing to a reduction of twenty seconds off Pump Rescue Ladders attending high risk incidents within five minutes. This has been achieved through ensuring that appliances are available for the high risk incidents by attending unwanted fire signals rather than the appliance.

3.9 The recommendation in this report have considered the following factors:-

- Risk analysis
- The recent Strategic Enabling Team restructure and to maintain continuity in order to embed and improve performance
- Funding reductions
- The external environment

3.9.1 Risk analysis provides the evidence base and informs the Service as to what its priorities and outcomes should be and whether any changes are required to these or our Service Delivery Model to enable the optimum achievement of improved outcomes for our community.

3.9.2 As part of the Strategic Enabling Team implementation a planned 12 month evaluation of the team has taken place. As a consequence of this work one position has been disestablished and a number of positions have had changes made to roles, references and titles. As part of this a Strategic Enabler for Business Development has been established and this will ensure continued collaboration with our partners to enable the Service to capitalise on flexible funding opportunities. This is a key part of the Service's strategy to address the Government grant reduction (see 3.9.3 below).

3.9.3 In determining its priorities and outcomes the Service has considered and understands the challenges presented by and the scale of continued central Government grant reductions for the next three years. In December 2015 the Service received its provisional finance settlement for the next four years. Broadly this indicated that central funding will be reduced by £10M by 2019/20.

3.9.4 There is no requirement to consult the community of the West Midlands upon the contents of either The Plan or the Community Safety Strategy as neither document necessitates a significant change of the core services delivered to the community.

3.9.5 Subject to Member approval of the recommendation, Officers are currently considering the corporate performance indicators that will be put in place to enable the effective management and performance monitoring of The Plan. The Chair of the Scrutiny Committee will meet with Officers to discuss corporate performance indicators in February 2016. A report on the proposed indicators will be presented to Executive Committee at its meeting on 21 March 2016. It is intended that The Plan 2016-2019 will go live on 1 April 2016.

3.9.6 The Plan is a rolling three year document. It is supported by a robust performance reporting framework that provides the intelligence for change as and when it is required. The Plan is responsive to change as and when it is required. Members should be assured that should any change to The Plan be required, the Service has the intelligence systems and performance reporting framework to respond accordingly.

#### 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. However the original Equality Impact Assessment has been updated.

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

The Fire and Rescue Framework requires the production of an Integrated Risk Management Plan (IRMP). The Authority's IRMP is known as the Community Safety Strategy. 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. The Authority's approved budget for 2016-17 will support the delivery of the priorities, strategic objectives and outcomes.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications as an outcome of the proposals in this report.

**BACKGROUND PAPERS**

PPF presentation 12 October 2015

PPF presentation 18 January 2016

PPF presentation 1 February 2016

Authority report, The Plan 2015-2018, Agenda item No. 7, 16 February 2015

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