

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

16 FEBRUARY 2015

1. **THE PLAN 2015-2018**

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

RECOMMENDED

THAT the Members approve the priorities, strategic objectives and outcomes for 2015-16 which will be set out in the Service's rolling three year corporate strategy – The Plan 2015-18.

2. **PURPOSE OF REPORT**

Members are asked to approve the priorities, strategic objectives and outcomes for 2015-16 attached as Appendix 1 to this report.

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 annual priorities, strategic objectives and outcomes which are enablers to achieving our vision of Making West Midlands Safer.

3.2 Following review, the Chief Fire Officer (CFO) recommends that the priorities, strategic objectives and outcomes as set out in Appendix 1 will remain unchanged from those set out in last year's Plan. In making this recommendation, the CFO has considered the following factors:

- Risk analysis
- The recent organisational restructure and changes to Service strategic objectives in June 2014
- Maintain continuity in order to embed and improve performance

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- The external environment
- Funding reduction

3.3 Risk analysis provides the evidence base and informs the Service as to what its priorities, objectives 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. 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, strategic objectives and outcomes remain appropriate to achieve our vision, as does the delivery model that is currently in place.

3.4. Members will recall that the Service implemented a new management structure in July 2014. As part of these structural arrangements, the Service introduced a Service Support and Service Delivery structural model. In support of this structural re-alignment the Service refreshed its strategic objectives in order to focus upon the core prevention protection and response services that we deliver to our community through our Service Delivery directorate. Therefore, given this reasonably recent change to strategic objectives it would be inappropriate to change before the Service has been able to determine the full and long term impact upon our outcomes.

3.5 In determining its priorities, strategic objectives and outcomes the Service has considered and understands the challenges presented by and the scale of continued central Government grant reduction for the next three years. As part of this work the Strategic Enabling Team has undertaken a horizon scan to consider the impact of all external influences.

3.6 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, as demonstrated by last year's changes (3.4 above) 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.

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- 3.7 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.

As a consequence of our priorities, strategic objectives and outcomes remaining as per 2014- 15, the content of The Plan document will only be subject to minor amendment and refreshment.

- 3.8 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 2015. A report on the proposed indicators will be presented to Executive Committee at its meeting on 23 March 2015. It is intended that The Plan 2015-2018 will go live on 1 April 2015.

4. **EQUALITY IMPACT ASSESSMENT**

An equality impact assessment was undertaken for The Plan 2013-2016. Given there is no significant change to the latest plan a further assessment is not required.

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 2015-16 will support the delivery of the priorities, strategic objectives and outcomes.

BACKGROUND PAPERS

Authority report, Review of the Principal Management Team,
Agenda Item 13, 21 July 2014

Authority report, The Plan 2014-2017, Agenda item 14, 21 July
2014

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