

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

14TH FEBRUARY 2011

1. **THE PLAN 2011 - 2015**

Report of the Chief Fire Officer

RECOMMENDED

THAT the Authority approve the Preferred vision, Key Priorities and Strategic Objectives as detailed in Appendix 1.

2. **PURPOSE OF REPORT**

This report is submitted to seek approval for the; Preferred Vision, Key Priorities and Strategic Objectives which will form the basis for the refresh of 'The Plan' 2011-2015.

3. **BACKGROUND**

- 3.1 The Plan outlines the strategic direction for the Authority over the period 2011-2015 and includes the Preferred Vision, Key Priorities and Strategic Objectives. 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 where there is benefit in doing so.
- 3.2 The Preferred Vision, Key Priorities and Strategic Objectives detailed in Appendix 1 have been developed from those previously agreed by the Authority and incorporate some minor changes identified through: i) the Policy Planning Forum (PPF) on the 24th January, and ii) a series of workshops with West Midlands Fire Service managers.
- 3.3 The PPF and the workshops considered; the impact of the Spending Review 2010, workforce planning issues, planned service activities and strategic influences including the direction that is being set by the seven West Midlands local authorities. The Authority's budget that will enable delivery of The Plan is detailed in a separate agenda item.

- 3.4 A significant aspect of the work to deliver a balanced budget over the spending review period is the delivery of the strategic objective of Value for Money, which is being enabled through the Building upon Success (BuS) Programme. The BuS programme sets an agenda for change over the next four years and is being developed in conjunction with Members, it continues to evolve as the detail of the spending review for Fire and Rescue Services is made available.
- 3.5 The Plan and supporting documentation and the BuS programme fulfil the requirements of the Fire and Rescue Service National Framework Document regarding the publication of an Integrated Risk Management Plan.
- 3.6 Consultation with service users and other stakeholders has informed the development of the content of The Plan and the BuS programme. Further consultation will take place when necessary as specific proposals are developed as a part of the BuS work.
- 3.7 Subject to approval of the items detailed in Appendix 1 The Plan will be refreshed for the period 2011 – 2015. In line with our environmental strategy the document will be accessible electronically via the intranet and internet. Additionally it is intended to continually update the electronic version meaning it will always be a 'live' document. This will be particularly important at this time of uncertainty over budget and resources, as organisationally our work will need to be under constant review and amendment. Any significant changes will be discussed with and reported to Members as necessary.

4. **EQUALITY IMPACT ASSESSMENT**

Equality Impact Assessments are undertaken as a part of i) the creation of the strategic objectives which deliver The Plan, and ii) the BuS Programme work.

5. **LEGAL IMPLICATIONS**

The FRSNF is given statutory power by reference to it in the Fire and Rescue Service Act 2004. Under the terms of this framework we are obliged to produce a 3 year Plan.

6. **FINANCIAL IMPLICATIONS**

The financial implications of The Plan and the BuS Programme are detailed in the budget report which is a separate agenda item.

BACKGROUND PAPERS

Fire and Rescue Service National Framework 2008-11
Spending Review 2010 – HM Treasury
Building upon Success Programme
'The Plan 2010-2013'
Letter to FRA Members dated 18/1/11

VIJ RANDENIYA
CHIEF FIRE OFFICER

The Plan 2011 - 2015

Our Preferred Vision, Key Priorities and Strategic Objectives

The Preferred Vision has been slightly amended to increase community focus and the strategic objectives updated to reflect the changing priorities and focus of the organisation. Changes are in italics.

Preferred vision

Our Communities

As a Fire and Rescue Service working for the people of the West Midlands; we meet the needs of the diverse communities we serve. These responsibilities include providing education, community safety, enforcement and emergency response services. We minimise the impact of fires, emergencies and our organisation on the environment.

We are a high performing, ethical organisation with effective leadership at all levels, providing quality, value for money services to our Communities. We work effectively with partners, and engage with our communities.

Our People

We are an employer of choice where all our people are valued. We succeed as individuals and together as a team we maximise our impact as a public service. We recognise and reward the achievement of our staff. We deliver our services by having a professional highly skilled workforce who are *capable of responding to changing and challenging times*, are innovative, motivated, flexible, qualified and fulfilled. Our standards and performance are achieved by our collective and individual commitment to continuous improvement, personal development, responsibility and accountability.

Our Reputation

The West Midlands Fire Service is judged by others to be a successful Organisation *whose vision is to make West Midlands Safer*. Our external assessments tell us we are good at what we do. We want to be recognised for being great.

Our Aspiration

By providing better public services and ensuring that the West Midlands is safer – we will be recognised as the world's best fire service.

Key Priorities

The Key Priorities are unchanged and are as follows:

- Communities and Partnerships
- Response
- People
- Value for Money

Strategic Objectives

At Policy Planning Forum (PPF) on the 24th January discussion took place with regard to what changes, if any, Members wanted to see made to The Plan. In addition a series of workshops were undertaken with Senior Managers and Corporate Board during January 2011 to review and refresh our Corporate Strategy 'The Plan' for 2011-2015.

The Strategic Objectives were assessed and a decision was taken to remove Heritage. This is still viewed as an important organisational priority but it was not felt to be appropriate as a standalone objective.

The Safety in the Home and Vulnerable People have been merged into one objective as it is the safety of vulnerable people that is our priority. The 'we will' statements have been updated accordingly.

The 'we will' statements under the Environment objective have been updated to reflect the changing nature of green issues, including Climate Change, and our response to them.

In terms of Value for Money it is important that the organisation seeks to generate income wherever it can to try to partly offset the reductions in funding.

Taking the above into account the Objectives for the updated version of The Plan will be as follows:

Vulnerable People

We will:

- *Reduce the number of fires, deaths and injuries.*
- *Work with partners to improve the safety, health and well-being of our local communities.*

Road Safety

We will:

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

Arson and Anti-Social Behaviour

We will:

- Improve the quality of life within local communities by preventing and reducing the effects of arson and anti-social behaviour.

Health and Wellbeing

We will:

- Work with partners to improve the health and well-being of our communities and reduce the impact of potentially damaging lifestyles and behaviours.
- Engage & participate in the “Public Health England” health and wellbeing boards.

Environment

We will:

- *Ensure we adapt and invest where necessary to ensure we have adequate resources and technologies to deal with severe weather and other incidents relating to climate change.*
- *Embed carbon management (and mitigation technologies) throughout the organisation in order to reduce our carbon emissions, subsequent carbon footprint and energy costs and make best use of partnerships to enhance our potential in this area.*
- *Protect the natural environment by preventing fires and where fires and other incidents have occurred, to minimise the environmental impacts.*

Advise and Enforce

We will:

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

Innovative, Creative and Accountable Leadership

We will:

- Develop and grow leadership at all levels and support the organisation in attracting and retaining people with effective leadership skills.
- Support all employees in identifying, acquiring and maintaining knowledge and skills required to deliver organisational objectives.

Recognised, Valued and Engaged Staff who are Safe and Healthy at work

We will:

- Ensure that reward and recognition packages are in place to attract & retain a highly skilled, high performing and flexible workforce.
- Provide facilities to support our employees to achieve and maintain excellent health & safety at work.
- Provide employment conditions that fully consider both the needs of the diverse workforce and of the Service.

Organisational Development

We will:

- Develop effective working relationships and partnerships to support our people with the sharing of ideas, best practice and learning across professional and organisational boundaries to bring about improvement.
- Actively seek innovative, creative and value for money solutions for maximising capacity and for developing the capability of our workforce.

Our People and the Services we Provide Reflect the Needs of Our Community

We will:

- Ensure that effective strategies are embedded in all that we do to support the service in achieving equality outcomes for our diverse communities and workforce.

Value for Money

We will:

- Improve the efficiency, effectiveness and economy of all our activities, making best use of all of our resources to ensure that our communities receive a Value for Money service.
- Pursue greater economies of scale and synergy in all of our activities, by eliminating waste, unnecessary bureaucracy and making best use of technology and all our resources.
- *Explore possible opportunities for generating income from external sources.*

Asset Management

We will:

- Ensure that all of our assets are appropriately community focused, energy efficient and fit for purpose and are professional workplaces of which we can be proud.

Deal effectively with incidents

We will:

- Plan in conjunction with partner agencies and organisations for emergency situations including both generic incident types and special risk sites and scenarios.
- Deal safely and effectively with incidents and respond to emergencies with clearly defined target attendance times, by providing appropriately trained crews and the correct equipment, procedures, information and vehicles.
- Use our learning from the incidents which we and others attend. Utilise our data, information and intelligence to ensure that we continuously improve our prevention, protection and response activities in order to develop the Service.