

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**EXECUTIVE COMMITTEE**

**12 DECEMBER 2011**

1. **'THE PLAN 2012-2015'**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Executive Committee approves the Key Priorities, Strategic, Objectives and Service Outcomes in order to refresh 'The Plan' for 2012-2015.

2. **PURPOSE OF REPORT**

This report is submitted to seek approval from the Executive Committee of the changes made in the review of the outcomes and strategic objectives for the Service, which will form the basis of the refresh of 'The Plan' for 2012-2015.

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 Strategic Objectives and Outcomes. '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.

3.2 In accordance with the Service's strategic planning process, 'The Plan' is reviewed and refreshed on an annual basis.

3.3 The Key Priorities, Strategic Objectives and Outcomes have been refreshed from those previously agreed by the Authority and incorporate some minor changes identified through:

- Feedback from Corporate Board following a meeting on 25 October and 22<sup>nd</sup> November 2011;
- Policy Planning Forum (PPF) on the 7 November 2011 when Members were invited to review and discuss the Strategic

Objectives; and

- A workshop held with the Strategic Advisory Group on 16 November 2011.

- 3.4 The PPF workshop considered; the financial challenges outlined in the Spending Review 2010, strategic influences, and performance measurement. A summary of feedback is contained at Appendix 1.
- 3.5 The Key Priorities, Strategic Objectives and Outcomes following this workshop are detailed in Appendix 2.
- 3.6 The final draft 'Plan' for 2012-2015 will be submitted to the Authority on the 13 February 2012. The Authority's budget that enables delivery of 'The Plan' will also be submitted to the meeting on 13 February 2012 as a separate agenda item.
- 3.7 Strategic Objectives will be delivered either through level 2 and level 3 action plans or through change programmes and projects as part of a portfolio management approach.
- 3.8 The Building upon Success (BuS) programme sets an agenda for change over the Comprehensive Spending Review four year period and continues to be developed in conjunction with Members. The programme will further evolve as the detail of the spending review for Fire and Rescue Services is made available.

#### 4. **EQUALITY IMPACT ASSESSMENT**

A review of the original Equality Impact Assessment against 'The Plan' has been undertaken. 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 a plan which covers a minimum of a three year period.

The Framework is given statutory power by reference to it in the Fire and Rescue Service Act 2004. The new 'Plan' will cover a three year planning period.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

**BACKGROUND PAPERS**

‘The Plan 2011-2015’

VIJ RANDENIYA  
CHIEF FIRE OFFICER

## APPENDIX 1

### **Combined Feedback from Corporate Board, Members and Strategic Advisory Group.**

1. Is the future vision of the organisation still relevant or, given the financial constraints we currently face and the outcomes of the Building upon Success (BuS) programme so far, do we need to refine our vision?
  - Our vision should remain the same.
  - Financial constraints place us in a new environment.
  - Our methods of delivering this vision must change for the future.
  - Review our scale of ambition in certain areas.
2. What external influences do you believe will affect the organisation over the next three to four years and what are the likely impacts?
  - Government Policy – scales of funding reductions, potential industrial action.
  - General election 2015 – possible change in political direction (and funding distribution).
  - Economic downturn – impact on individuals and vulnerability to safety issues plus deeper funding reductions.
  - Demographic Changes – aging population.
  - Fire Futures programme.
  - The new National Framework 2012.
  - Open Public Services' White Paper.
  - Strategic Intent document.
  - Partnership working to deliver interventions.
  - Legislators desire to legislate
  - Need to mitigate our effects on the environment
  - Use of technology to improve our responses/use of reduced resources.
  - Single Equalities Act.
  - Developments in technology.
3. Based on the future vision of the organisation and external influences, do our:
  - key priorities;
  - outcomes; and
  - strategic objectives.

reflect our future strategy?

- These are still relevant however need to be mindful of the resources we allocate.
  - Whilst the above are still relevant we need to begin emphasising matching resources (including attendance times) to risk.
  - We need to be leaner and more flexible (less centralised, more risk taking).
  - Devolved budgets and flexibility of determining own resource requirements to meet community.
4. What (if any) gaps exist for future years and how do you believe these need to be managed in the organisation?
- Consideration will need to be given to the capacity of the organisation to achieve it's priorities/objectives.
  - Different delivery approaches are required to achieve these priorities/objectives.
  - Re-sizing the organisation.
  - Fewer managers.
  - Individual BuS budget targets for work packages.
5. Are our key performance measures and targets set against 'The Plan' appropriate or do any gaps exist?
- BuS targets
  - Review measurement of attendance targets
  - Invest time in defining our outcomes
  - RTC reductions
  - IIP achievement
  - Employee Survey outcomes
  - Retention rates
  - Cost benefits

## **Amendments to 'The Plan' for 2012-2015**

Following feedback from Corporate Board, Members and the Strategic Advisory Group the following are the proposed amendments for 'The Plan 2012-2015'.

### **Preferred Vision & Key Priorities**

The Preferred Vision and Key Priorities were considered to be fit for purpose and no amendments are required. However the order of Key Priorities will be amended as follows:

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

### **Outcomes**

The second outcome detailed in 'The Plan' will read as follows:

Reduce the number and severity of road traffic collisions, injuries and deaths

### **Strategic Objectives:**

The strategic objectives for 2012-2015 and any changes are as follows.

The strategic objective 'Health and Wellbeing' will be removed and incorporated into 'Vulnerable People'.

The strategic objective 'Asset Management' will be removed.

The strategic objective 'Value for Money' will be removed and an overall statement demonstrating our commitment to this priority will be added (in line with our Value for Money strategy) to the explanatory text prior to listing the strategic objectives.

Value for Money:

West Midlands Fire and Rescue Authority is committed to providing a high quality value for money service and already have a sustained track record of delivering improvement. We recognise the need to continue to place an emphasis on Value for Money (VFM), so we are able to respond to external influences and the challenges we face in delivering

the high quality services expected by our communities, with less resources.

As part of our planning process we will determine how we intend to evidence VFM throughout all of our strategic objectives, whilst continuing to improve outcomes for the West Midlands community.

Through the provision of an effective Performance Reporting Framework we will constantly challenge **what we are achieving** for the community, to ensure the delivery of this 'Plan' in the most economic, efficient and effective way.

#### Communities and Partnerships:

##### 1. Vulnerable People

We will:

- Reduce the number of fires, deaths and injuries.
- Work with partners locally to improve the safety, health and well-being of the most vulnerable people within our communities in the most effective and efficient way. Thereby reducing the impact of potentially damaging lifestyles and behaviours.

##### 2. Road Safety

We will:-

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

##### 3. Arson and Anti-Social Behaviour

We will:

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

##### 4. Environment

We will:

- Adapt and invest where necessary to ensure we have adequate resources and technologies to deal with incidents caused by severe weather and others relating to climate change.
- Build on our approach to carbon management (and mitigation technologies) throughout the organisation in order to reduce our carbon emissions, carbon footprint and energy costs and make

better, more economic use of partnerships to maximise our impact in this area.

- Protect the natural environment by preventing fires and where fires and other incidents have occurred, to effectively minimise the environmental impacts.

5. Protection – Advise and Enforce

We will:-

- Continue to effectively advise and enforce on fire safety issues across the West Midlands in line with current legislation.
- Consult and liaise with partners including the Health and Safety Executive, Building Control Bodies and Licensing Task Forces to achieve safer premises and preserve the built environment in the West Midlands.
- Continue to improve the information and intelligence provided to emergency crews, enabling them to deal effectively and efficiently with incidents and keep them safe.
- Continue to improve the accuracy of information provided to emergency crews.

Response:

6. Deal Effectively with Incidents

We will:

- Plan in conjunction with partner agencies and organisations for known risks and emergency situations.
- Provide appropriate equipment, vehicles and information; develop innovative and effective flexible procedures to support emergency incidents.
- Use our learning from incidents and information from known risks to continuously improve our response to emergencies.
- Deliver a safe, economic, efficient and effective emergency response by ensuring we have the right staff with the right skills at the right time, in the right place.

People:

7. Innovative, Creative and Accountable Leadership

We will:

- Select, develop and retain a skilled, flexible and motivated workforce.
- Enable and empower leadership at all levels.



- Support all employees in identifying, acquiring and maintaining knowledge and skills required to deliver organisational objectives effectively and efficiently.
8. Recognised, valued and engaged staff who are safe, healthy, and well.  
We will:-
- Ensure that effective reward and recognition packages are in place to attract and retain a highly skilled, high performing and flexible workforce.
  - Support our employees to enable them to achieve and maintain excellent health and safety and well being.
  - Provide flexible employment conditions and working patterns that balance both the needs of the diverse workforce and the Service.
9. Organisational Development  
We will:
- Develop and sustain effective working relationships and partnerships to continuously improve our organisational outcomes.
  - Enable organisational learning across professional and sector boundaries to increase performance.
  - Build our people capacity to be more dynamic and responsive to managing change within the organisation.
10. Our People and the services we provide reflect the needs of our Community  
We will:
- Ensure that the needs of our different communities and workforce are reflected through equality outcomes aligned to organisational outcomes.
  - Communicate, consult and engage with: employees, partners and communities, to improve outcomes.