

Towards 2014

DSFRS (Draft) Strategy for 2011-2014



Our ongoing **Mission**, which describes our fundamental purpose, is:

- **Acting to Protect and Save**

Our enduring **Vision** – our view of the future to which we contribute, is:

- **Devon and Somerset – a safer place for people, communities and businesses**

For 2014, our Vision can be described in more detail:

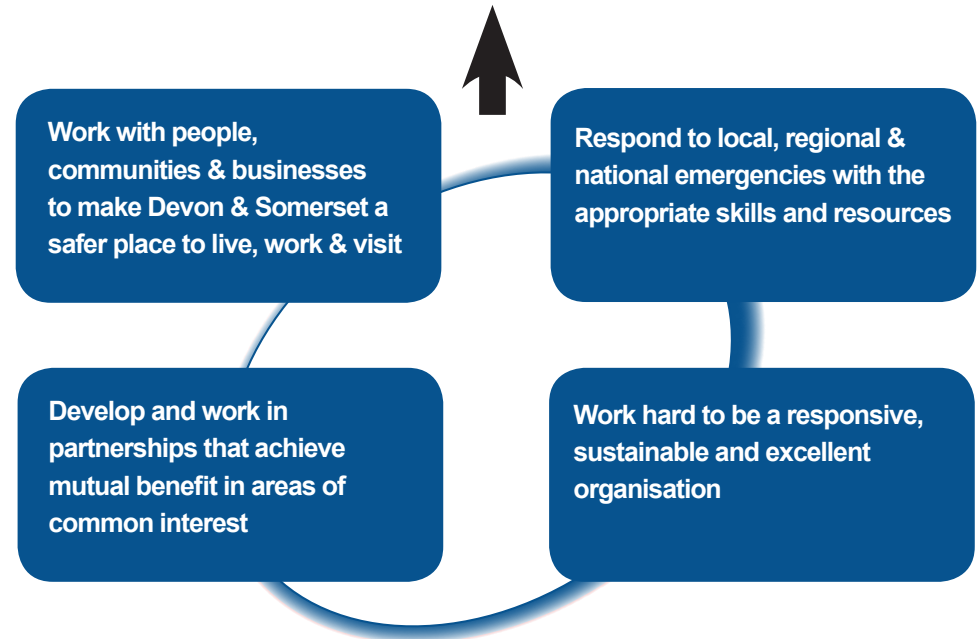
“By 2014, Devon and Somerset Fire and Rescue Service (DSFRS) will be saving more lives and limiting the number of injuries from preventable fires and accidents because people and communities in Devon and Somerset will be making better informed decisions about their own safety and living in, working in and visiting safer buildings.

When local, regional or national incidents do occur, our emergency response teams will be even more agile to deploy the skills and resources needed to deal safely and effectively with the range of challenges they face.

Our trained and qualified staff, our key partnerships and the sustainable processes they operate, will be responsive to constant change and will be recognised as examples of good practice, as well as contributing to wider society and the DSFRS reputation for organisational excellence.”

For guiding us on our journey to realise the Vision, we have four strategic principles which are to:

**Devon & Somerset -
a safer place for people, communities and business**



Each of the four principles are supported by a number of commitments that describe the work we will do for the duration of this Strategy, and the key measures that will tell us when we have succeeded.



Work with people, communities and businesses to make Devon & Somerset a safe place to live, work and visit		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
Fewer deaths, casualties and incidents caused by domestic fires	<p>...engage with people and local communities to make living in their homes safer, particularly with those that we have identified from community input and through research as being the most vulnerable. We will be actively targeting, tailoring and promoting our Prevention products and services, which we will also make available through a range of easily accessible channels.</p> <p>...target the delivery of our fire prevention services to those most at risk of domestic fires. Some of these services may be provided through alternative arrangements, for example through Community Advocates (a mixture of DSFRS employees and others from outside the Service), volunteers, partnership referrals and, where appropriate, other agencies commissioned and paid for by us.</p>	<ul style="list-style-type: none"> • We see a positive change in communities' attitudes and behaviours towards fire safety • People living in Devon & Somerset spend their time in safer homes • Feedback tells us we are reaching and helping those people and communities that are vulnerable or at most risk
Fewer deaths, casualties and incidents in non-domestic properties	<p>...take a risk-based approach to working closely with businesses and owners of non-domestic property for them to achieve high levels of compliance with the relevant fire safety legislation. The impact on businesses of compliance inspections is minimised by us working jointly with other regulatory bodies.</p> <p>...engage with businesses and owners of non-domestic property to help them reduce the risk of fire or other incidents by actively targeting and promoting fire safety and other information, which will also be available through a range of easily accessible channels.</p> <p>...go beyond the provision of a response to building regulation consultations by influencing businesses, developers, construction companies and planning authorities to consider the wider benefits of enhanced fire safety measures, such as sprinkler systems, when they apply for and determine planning applications.</p>	<ul style="list-style-type: none"> • People working in and visiting Devon & Somerset spend their time in safer buildings • Businesses recognise the benefits of being able to discharge their fire safety obligations with a minimum level of bureaucracy • We see sustained high levels of compliance with Fire Safety legislation and a reduction in the level of enforcement action we take



Work with people, communities and businesses to make Devon & Somerset a safe place to live, work and visit		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
<p>Fewer deaths, casualties and incidents caused by non-fire emergencies</p>	<p>...work as a key partner in our local road safety initiatives to engage with and educate the main target groups that suffer or cause Road Traffic Collisions, including rolling out educational programmes in schools and colleges. We will develop and use innovative approaches to target and engage with high-risk and vulnerable groups that are otherwise hard to reach.</p> <p>...work with Local Authority Children’s Services and the Police to reduce anti-social behaviour and its consequences by using appropriate interventions and community-based schemes with targeted individuals in order to do as much as we can to prevent them from entering into the Criminal Justice System unnecessarily.</p> <p>...seek new opportunities for exploiting our knowledge and experience and for developing innovative new approaches to benefit communities and businesses within other aspects of the community safety agenda, such as health, fairness, citizenship and quality of life.</p>	<p>We see a:</p> <ul style="list-style-type: none"> • positive change in people’s and communities’ behaviours and attitudes towards road safety • continuing downward trend in the number of Road Traffic Collisions in Devon & Somerset • reduction in the anti-social behaviour of targeted groups and individuals
		<p>Surveys and feedback tell us:</p> <ul style="list-style-type: none"> • the public trusts and respects our community safety role as much as they do our emergency response role • we have achieved positive trends and/ or sustained high levels of confidence and satisfaction with all our community safety products and services



Respond to local, regional & national emergencies with the appropriate skills & resources		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
<p>We will fulfil our obligations under the Fire Services Act 2004 to make provision for dealing with emergencies specified as core functions within the act.</p>	<p>...continue to extinguish fires and protect life and property in the event of fire; and rescue and protect people from serious harm in the event of road traffic collisions.</p> <p>...respond to other emergencies such as chemical, biological, radioactive and nuclear incidents, major transport incidents, incidents likely to cause harm to the environment and respond to other emergencies as directed by the Secretary of State.</p>	<ul style="list-style-type: none"> • We continually meet or exceed our various targets for speed of attendance • Surveys and feedback will tell us that we have achieved positive trends and/or sustained high levels of public confidence in our emergency response services
<p>Our emergency response teams will be deployed with the appropriate skills and resources</p>	<p>...develop and deliver training to reflect the safety critical risks associated with each role so that every member of our emergency response teams is able to contribute safely and effectively when responding to the wide range of challenges he or she faces.</p> <p>...make staff availability sufficiently flexible and send out the most appropriate appliances and equipment to reflect the levels of risk and activity in the community.</p> <p>...maintain and update the skills and assets that enable us to make a significant contribution to the regional and national resilience capability necessary for protecting communities from civil contingencies and incidents impacting on national security.</p>	<ul style="list-style-type: none"> • We see a continued downward trend in the number of firefighter injuries sustained while dealing with emergency responses • The cost of responding to an emergency and our utilisation of resources is proportionate to the nature and severity of the incident • Our contribution to Local and Regional Resilience Forums is acknowledged positively by our partners
<p>The number, composition and distribution of our emergency response teams will be based on the risks to the communities they serve</p>	<p>...actively involve people in communities across Devon & Somerset to take into account risk and equality and diversity issues in the planning of our emergency response services.</p> <p>...change the distribution and composition of our emergency response teams and resources from the old national post-war standards to new standards that match the variation of risk in the local communities of Devon & Somerset.</p>	<p>Communities tell us that:</p> <ul style="list-style-type: none"> • we understand and are sympathetic to the needs of vulnerable individuals and groups • they understand the costs and limitations of us providing a standard response and agree to and support variations in the level of service based on the scale of risk, activity and need in the community



Respond to local, regional & national emergencies with the appropriate skills & resources		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
<p>We will respond to other incidents not taking into account the risks, costs and benefits to the community</p>	<p>...educate people in Devon & Somerset to help them understand that our response to those emergency calls for which there is no statutory obligation on us to do so, will be proportionate to the risk to them and the costs and benefits to the community. We will stop sending a standard response to these types of incident where it is no longer sustainable to do so and our response may involve asking other agencies or non-governmental organisations (NGOs) to respond instead.</p> <p>...rescue people from flooding incidents.</p> <p>...be commissioned, and paid where appropriate, to deliver other services to the community. We may charge a fee to recover the costs associated with responding to an incident for which we have no legal obligation to attend.</p>	<ul style="list-style-type: none"> • We see a decline in the number of responses to the types of incident not specified in legislation • Communities accept and support our response to incidents to which we are not obligated to attend



Develop and work in partnerships that achieve mutual benefit in areas of common interest		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
Build sustainable relationships with partners based on mutual trust, respect and openness	<p>...identify and develop strategic and operational partnerships based on organisational need and complementary strengths and capabilities.</p> <p>...understand and manage our end-to-end processes better, including those that extend beyond our organisational boundary into partner organisations, to achieve the desired outcomes and expected levels of performance.</p> <p>...share resources and processes by working in closer collaboration with our neighbouring Fire & Rescue Services (FRS) and key partners in the South West, as well as FRS and other organisations elsewhere.</p> <p>...put in place fair and transparent data sharing agreements with our key partners to facilitate the secure and timely transfer of data and information to enable prompt decisions to be made and appropriate action to be taken.</p> <p>...celebrating and learning from successful partnerships as well as having the confidence to end a partnership when it has fulfilled its purpose.</p>	<ul style="list-style-type: none"> • Progress towards shared outcomes is reported honestly, consistently and openly by all relevant parties • Partners tell us we provide relevant and timely data and information • Positive feedback is reciprocated between partners • Key partners will be a visible part of the way we work • Key opinion formers and potential partners will come to us because our competency and experience will be seen as highly valued
Maximise the return on our contribution to a partnership	<p>...work together with partners to achieve mutual benefit by supporting one another with expertise, resources and knowledge to achieve shared goals. We will understand and manage the cost of our input into a partnership as well as evaluating and putting a value on its successful outcome.</p> <p>...work constructively with the Unions to improve service delivery and organisational performance.</p> <p>...develop joined-up ways of working with other emergency services and agencies.</p> <p>...make the best possible use of the alternative skills and abilities of people from other sectors (through secondments and other mechanisms) and vice-versa, by working in partnership with and learning from high-performing organisations in different parts of the public sector, industry, commerce and the voluntary sector.</p>	<ul style="list-style-type: none"> • We can clearly demonstrate shared success • We know the value of our partnerships • We are able to clearly demonstrate our contribution to achieving the targets in the Local Area Agreements and the Total Place agenda • Our contribution to Local Area Agreements is acknowledged positively by our partners in the Local Strategic Partnerships



Work hard to be a responsive, sustainable & excellent organisation		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
Respond positively to constant change	<p>...gather and evaluate business intelligence from external sources, such as research, economic and societal trends, changes to political and legislative requirements, stakeholder needs and expectations in order to better understand and anticipate opportunities and threats to the organisation and respond swiftly and appropriately.</p> <p>...operate a simpler organisational structure that is arranged around processes and services to provide us with the organisational flexibility to deploy staff and resources rapidly to meet identified risks and challenges.</p> <p>...put in place a medium-term financial strategy that is sufficiently flexible to compensate for changes in the way we are funded and the amount of funding we receive. We will look to exploit the intellectual capital within the organisation and our ability to generate income by seeking new customers in the form of other FRS and other agencies, introducing new processes and marketing new commercial services.</p>	<ul style="list-style-type: none"> • We are able to demonstrate that we took timely action as a result of a need to change. • We manage to retain sufficient financial reserves to see us through times of economic hardship or political pressure • Our customer-base for and income from commercial services has increased



Work hard to be a responsive, sustainable & excellent organisation		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
<p>Be transparent and accountable to our stakeholders</p>	<p>...continue to uphold our democratic accountability through the Devon & Somerset Fire & Rescue Authority. We will work together with Authority Members to deliver agreed levels of service that provide value for money to the people of Devon & Somerset and report openly on spending, contracts and tenders over £500 in value.</p> <p>...provide a range of opportunities to stakeholders to participate in decision-making and encouraging them to be involved in those decisions that affect their interest.</p> <p>...set and communicate a clear direction and strategic focus that unites our people to share and fulfil the organisation's core purpose and achieve its objectives.</p> <p>...deliver high levels of stakeholder confidence by ensuring risks are identified and appropriately managed by implementing a governance framework that is biased towards processes and responsibilities for service delivery. Each of our business processes will have an accountable Process Owner and will be managed by a dedicated Process Manager.</p>	<ul style="list-style-type: none"> • We see increasing levels of involvement and representation by Members in the Forums and Service activities • We see increasing levels of involvement and positive feedback from stakeholders participating in decision-making • Our managers and staff are operating transparently within a scheme of delegated responsibility • Our Internal Audit team reports show sustained high levels of compliance and good governance across the organisation • We are rated at the highest level by external auditors • We continue to achieve unqualified Statements of Account



Work hard to be a responsive, sustainable & excellent organisation		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
<p>Optimise our use of resources</p>	<p>...be more business-like in our approach to planning, performance management and improvement, taking a risk-based approach to the targeting of our services by exploiting all of the intelligence available to us to ensure that we use our resources in the most effective and efficient manner.</p> <p>...evaluate and implement alternative options for our Capital Investment Programme.</p> <p>...develop sustainable supplier relationships, managed through open, honest and fair procurement and contract management.</p> <p>...streamline our 'back office' processes to eliminate unnecessary bureaucracy and to give us the potential for offering a commercial service as a means of generating an alternative income stream.</p> <p>...encourage and enable people across the organisation to engage in dialogue to share information, knowledge and good practice but at the same time, be able to assure the quality, security and accessibility of the data and information we hold and, where appropriate, share.</p> <p>...stop carrying out those activities that do not contribute to meeting agreed customer or stakeholder requirements.</p> <p>...ensure our employees are sufficiently skilled to achieve organisational objectives and be able to recognise and make good use of the alternative skills and experience available to us from within our workforce.</p> <p>...encourage community use of those stations where we have invested in the facilities that enable communities to benefit from our fixed assets.</p>	<ul style="list-style-type: none"> • We have implemented an accurate activity-based management system that enables us to understand and monitor the unit cost of our services • We are able to demonstrate that we planned and allocated financial and other resources, including working with partners, to provide for longer term organisational and community needs, not just short-term requirements • We are certified to ISO 27001 for the way we manage and secure our data and information and to BS 25999 for the way we manage business continuity • Benchmarking against external organisations and other FRS demonstrates we deliver value for money services • We are in the upper quartile in the annual CIPFA Value for Money benchmarking exercise for Corporate Services (Estates, Finance, HR, ICT & Procurement) • We have optimised our use of national and regional procurement arrangements and have been recognised by CIPS as an excellent procurement organisation



Work hard to be a responsive, sustainable & excellent organisation		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
Minimise our environmental impact	<p>...continually monitor, measure and evaluate our carbon footprint and reduce it across all aspects of our work by developing and implementing sustainable solutions to the issues we face. We will conduct business impact assessments on all new or changed policies, processes and resources to ensure we have considered the ecological as well as the economic and societal issues.</p> <p>...build and refurbish our stations and other buildings to meet the highest affordable environmental standards, reduce our harmful emissions and develop alternative options to reduce our consumption of natural resources, minimise waste and improve recycling.</p>	<ul style="list-style-type: none"> • We are able to demonstrate that we have considered and measured the impact of our assets and operations on public health and the environment • Our CO2 emissions from vehicles and buildings have been reduced by 30% (our aspirational target from the 2008/09 baseline) • We are able to measure the full lifecycle costs and impacts of our assets
Make DSFRS one of the best organisations in the UK in which to work	<p>...employing a workforce that more closely reflects the diversity of the people in Devon and Somerset</p> <p>...offer terms and conditions that reflect each employee's role and commitment to the organisation and, for example, exploit information technology to enable people to work more flexibly and support a responsible work/life balance.</p> <p>...enhance our employees as individuals, as well as team members, through training and development according to the role in which they work and/or the agreed career plan.</p> <p>...ensure individual and team objectives are aligned with the organisation's mission and vision and recognise and reward people for creativity and innovation in the workplace.</p> <p>...provide our employees with as good a working environment and safe conditions as practicable.</p>	<ul style="list-style-type: none"> • Our workforce profile shows greater diversity • We are seen as an employer of choice • Performance data and staff surveys tells us that DSFRS continues to be a safe, healthy and inclusive place to work • We receive the RoSPA Gold Achievement Award for our Health and Safety Management System • We are scoring at least 600 points against the EFQM Excellence Model



Work hard to be a responsive, sustainable & excellent organisation		
Our commitment:	Looking ahead, you will see us...	We will know when we are succeeding when:
<p>Review and continually improve the way we work</p>	<p>...regularly analyse our own internal performance data and that of our partners to understand our existing and potential capabilities; identify improvements to our services and the way we deliver them; and seek to minimise the cost of running the organisation.</p> <p>...operating a clear and transparent framework of processes that informs and supports decision-making, resilience, performance improvement and change, supported by a consistent process management and improvement approach that actively encourages our people to improve their processes through creativity and innovation.</p> <p>...learn from post-incident reviews and fire investigations to see what worked well and what we could have done better, gain insight and share that knowledge within the organisation and, as appropriate, with partners, communities and businesses to reduce risk and improve safety.</p>	<ul style="list-style-type: none"> • Data can be more easily converted into management information that supports our approach to fact-based decision-making and resource allocation • We are certified or maintain our certification to relevant management system standards • We have received awards from professional or sector bodies for the work that we do and how we go about it • We are recognised by the CFOA Good Practice Scheme • We receive the Local Innovation Award and are awarded Beacon Status • We receive an 'Excellent' rating against the National FRS Equality Framework



This is the culture we would like to have by 2014, which complements and supports our Strategic Principles and our Commitments...	
In terms of...	What will it be like...?
DSFRS as a place to work	<ul style="list-style-type: none"> • Our employees act with integrity and adopt the highest standards of ethical behaviour • Our employees' dedication, skills, talents and creativity are developed and valued • Employees feel comfortable in being able to challenge where it is appropriate • People's perceptions of barriers existing between groups of employees, no matter what job, status or role have been removed progressively by bringing the core values to life
Leadership & team-working	<ul style="list-style-type: none"> • Our leaders are champions of the organisation's Values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally • Our leaders inspire employees and create a culture of involvement, ownership, empowerment, improvement and accountability, at all levels • Our leaders actively promote and encourage excellence through team-working, creativity and innovation • Our managers and staff understand and fully accept responsibility for their role • Our leaders understand the communication needs and expectations of employees and everyone accepts that communication, whether up, down or across, is his or her responsibility
Tackling change and performance improvement	<ul style="list-style-type: none"> • Our leaders inspire trust at all times when planning and implementing change • All our employees know exactly what contribution they make to our Mission and Vision • We learn from those occasions when things go wrong or mistakes are made • Our employees are encouraged to be creative and innovate and take responsibility for improvement across all aspects of the organisation • Transformation no longer relies on the heroic efforts of a few individuals; the core values and our process-based way of working enable everybody in the organisation to contribute positively to change and improvement
Our reputation	<ul style="list-style-type: none"> • DSFRS has gained a reputation within the community and among key partners for championing and achieving equality outcomes and promoting good relations • We encourage our employees and other stakeholders to participate in activities that contribute to wider society