Staffordshire 2020 is our vision for the approach Staffordshire Fire and Rescue Service (SFRS) will take to transforming our Service to meet the challenges of the future.

We know that the communities of Stoke-on-Trent and Staffordshire will undergo significant change over the next few years both in terms of socio-demographic changes and ongoing financial challenges. Our transformation through Staffordshire 2020 will put us in a position to anticipate, plan for, and respond effectively to these changes.

Whilst the future may hold many uncertainties, we believe that by taking a consistent and considered approach to the way in which we transform our Service, we can continue the success we have already achieved. We believe it is the right thing to do to review and undertake a re-design of an area of the Service if this reduces duplication and waste and improves efficiency and effectiveness.

Working towards the Staffordshire 2020 vision will support achievement of the Corporate Safety Plan’s five priorities even though Staffordshire 2020 looks beyond the timescale of the current plan (2014 to 2017).

V3 October 2016
As a Service we have always tried to deliver ‘More for Less’

The result of our future transformation is likely to be that the Service will be smaller, utilises volunteers in wider areas along with different technology and approaches to provide our prevention, protection and response activities.

All of our work will continue to be underpinned by the clear red lines drawn by the Chief Fire Officer;

• There will be no compromise to community safety
• There will be no compromise to firefighter safety

We will also endeavour to protect as many livelihoods of those within our organisation as practically possible.

The Staffordshire 2020 vision is supported by guiding principles that will help us focus our transformation.

We will: -

• Promote our belief that prevention is better than cure
• Understand the different demands placed upon the Service
• Re-design our Service around demand and risk
• Use evidence to make decisions
• Challenge our traditional thinking at every opportunity
• Involve staff in problem solving, decision making and creating solutions to meet the challenges we face
• Maintain a long-term view focussed on outcomes for our communities
• Focus on the importance of customer service
• Engage with partner agencies where appropriate to deliver better outcomes for our communities
OUR VISION

Background

The Prime Minister announced in January 2016 that Ministerial responsibility for Fire and Rescue policy would transfer to the Home Office from the Department for Communities and Local Government, in order to support a radical transformation of how the Police and Fire and Rescue services work together.

The move being part of the government’s manifesto commitment to deliver greater joint working between the Police and Fire services is designed to pave the way for improvement in local fire and policing by providing clear leadership, supporting greater collaboration, improving national resilience, and to deliver value for money for taxpayers. The Police and Crime Bill was introduced into the House of Commons in February 2016 and is expected to achieve royal assent by the end of 2016 and will place a duty on Police, Fire and Ambulance Services to collaborate and enable Police and Crime Commissioners (PCCs) to take on responsibility for fire and rescue services, where a local case is made.

The Authority continues to face significant financial challenges with funding reductions announced by Government as part of the 2016/17 settlement. The Authority have been offered the opportunity to accept a four-year settlement from the Home Office in order to secure certainty around funding levels through to 2019/20. In order to accept this offer the Authority has published a robust, transparent and locally owned Efficiency Plan which is supported by the detail contained within this document.

This four-year settlement offer is incorporated into the Medium Term Financial Strategy (MTFS) that was approved by the Authority in March 2016 and includes settlement funding cuts of around £4.0m imposed during this time. There are also assumptions within the settlement offer and MTFS that the Council Tax will increase during this time by at least 1.75% every year and also the number of households who pay Council Tax will continue to increase annually in order to mitigate some of this reduction in funding.

The Authority has now set a balanced budget for 2016/17 at £40.5m that incorporates the settlement funding reduction imposed by Central Government of £1.4m for 2016/17, with a further £2.6m during the following three years to 2020.

Due to the magnitude of these anticipated funding reductions to 2020, further efficiency options must be developed and implemented during this period of time that will support our planning proposals along with a number of other key work-streams proposals, which alongside intelligent use of our financial reserves and options for collaboration and integration discussed below, will ensure that the Service can continue to balance budgets and maintain financial health during this period of continued and unprecedented austerity and change.

Despite decisions taken over the last few years further transformation is required across all areas of the Service. These decisions whilst difficult are cautious, proportionate and will have the least impact possible on our communities.
Collaboration and integration

Collaboration and integration will form a significant part of our plans over the next four years and beyond and support the principles within the Police and Crime Bill. A collaboration working group consisting of members from both Police and Fire are currently exploring the areas of commonality between the two organisations in order to inform the board of the most effective way of approaching collaboration. The Service has a rich tradition of collaboration with a range of partners and already uses a shared service approach to supplies and logistics, occupational health, transport and engineering, pension administration provision and fire control. We will build upon the learning from these collaborative approaches to ensure that the business areas that we do collaborate on deliver improved outcomes to our communities. As such a joint collaboration and integration board has now been established in order to assess the areas in which it makes sense to collaborate based upon evidence and data.
Efficiency Planning

We are committed to ensuring that every opportunity is explored to provide efficiency in all areas of our work. We will ensure that when opportunities arise through existing contractual arrangements we will review these with collaboration in mind ensuring a focus on efficiency and effectiveness. In order to meet the financial challenges ahead we have established the following work streams to deliver against the challenges:

**Capability review**

Building upon the work previously undertaken as part of the strategic cover review in 2011 the capability review will be assessing the requirements of all of our specialist functions and appliances including command support, water rescue, rope rescue, TRV’s, and decontamination. We will ensure that we have the appropriate level of operational resources to deal with both risk and demand locally, regionally, and nationally. This area of work will be managed through the established transitional planning group and will develop a number of proposals for decision by the Fire Authority.

**Efficient Response Options**

We will ensure that all of the learning from this project and the improvements in technology and equipment are replicated throughout areas of the service where appropriate. These developments are predicated upon the premise of improving firefighter safety and ensuring that we provide the most up to date equipment and safe systems of work that we can deliver to our firefighters.

**Structures**

There will be a review of structures within all departments in order to ensure that the most effective and efficient arrangements are in place and that the effect of collaborative work is reflected within our departmental structures. We need to ensure that we match resource to demand and have appropriate and efficient structures to meet our demands across all areas of the service.
Evidence from fire investigations and fatal fire reviews have identified that the cohort of people that drive demand for SFRS are of a very similar profile to those who present and impact within health and social care services arena. The individual risk factors are holistic and can include:

- risk of falling, hypothermia, malnutrition, excess winter deaths, carbon monoxide poisoning, alcohol abuse, smoking related illness, diet and poor activity related illness, those inclined to become repeat hospital admissions or destined for long term residential care, those in isolation and suffering loneliness, mental ill health and many more.

SFRS has long understood the importance of prevention work and the need to keep people safe within their own homes and this has been reflected by carrying out 30,000 Home Fire Risk Check (HFRC) visits a year.

Our HFRC visits are being developed into Safe and Well visits with an expanded scope which focuses on health as well as fire. Safe and Well visits present an opportunity to make positive changes to people’s health, wellbeing and safety from fire by reducing risk and making interventions during the initial visit or bringing in support from other agencies as and when required. This person-centred, integrated approach to providing services is fundamental to delivering high-quality care to people who may be vulnerable to the risks from fire.

SFRS is committed to preventing emergencies occurring in the first place. As such the Service has progressed significantly, and will continue to do so, in sharing data and intelligence with partners to deliver prevention in a more targeted and cost effective manner to where it will have the greatest impact in improving the quality of people’s lives, in particular those who are at the greatest risk from fire. The sharing of GP data has allowed SFRS to locally stratify the risk and target their engagement with people who are over 65.

The move to an enhanced intelligent targeting for our prevention activities through the three tiers of measures ensures we support those most at risk within our communities. Crucially, we continue to develop our understanding and knowledge of the factors causing health inequalities and how these factors also contribute to individual vulnerability to the risk from fire. To ensure we target the most vulnerable within our communities we must further develop data sharing and risk stratification processes across partners thus creating a richer picture of these risk factors.
The Service continues to support the Safer Communities Community Interest Company (CIC) as an independent, self-funding and not for profit partnership between the public, private and voluntary sector with the primary purpose of providing opportunities to improve the health, safety, social and economic wellbeing of the communities of Stoke on Trent and Staffordshire. The CIC will continue to bid for funds to support projects to enhance the wellbeing of our communities and generate income to re-invest in our prevention, protection and road safety activities. This approach has allowed the CIC to transform the lives of hundreds of young people through the delivery of four separate Prince’s Trust Programmes.

The Service is progressing ambitious plans to re-develop Stafford Fire Station into a new facility which will have both the Fire and Ambulance Services’ operating together at this location. The station will also have a ‘Life Skills Resource’ which will provide a realistic learning environment for people to experience danger and risks in order to enhance their perceptions and knowledge of safety in the home, on the roads, in leisure activities and in other settings. The Life Skills Resource will operate an outreach facility and will be flexible so as to cover new and emerging risks. At the heart of this work is the aim of improving the safety of residents, particularly children and young people, through innovation and experiential learning (learning by doing).

Protection and Business Support

The Service has evolved the delivery of technical and legislative fire safety to include more of a business support function. This has seen a number of services delivered to businesses which reduce the chances of them experiencing a fire and also reacting to their needs if a fire does occur to give them the best chance of making a full recovery. This approach will continue and it will play an integral part in supporting business safety and the economic prosperity of Stoke-on-Trent and Staffordshire. The Primary Authority Scheme arrangements which are focussed on providing assured advice to businesses on a national scale is a further way in which the Service supports improvements in business safety. The Service has a continued commitment to risk-based inspections, developing partnerships to share information and advice alongside ensuring premise information is available to operational crews in the event of an incident at these premises. We are also leading on a number of projects to engineer fire safety solutions such as sprinklers and suppression systems which is a reflection on the Service’s ambition to protect the built environment, to prevent buildings burning down and to improve the safety of firefighters if fires do occur.
If you want to find out more about, or play a part in delivering the Staffordshire Fire 2020 vision, our business transformation or our financial challenge you can keep up to date with the latest news and information through inews and the intranet.

The table above is a summary of the cashable savings that are to be delivered during the period to 2020, and importantly will ensure that we have a balanced financial position by 2020. This programme of savings has been approved by the Members of the Authority, and supports the assumptions incorporated within our Medium Term Financial Strategy.

**Structures** - The Authority is committed to ensuring that the staffing structures at all levels are appropriate and as efficient and as effective as possible. Part of this identified saving has already been delivered with a more streamlined executive team. Options for further establishment savings will continue to be developed and supported by a robust and fair voluntary redundancy programme.

**Prevention and Protection** - The Authority will continue to work with local Clinical Commissioning Groups (CCG’s) and also NHS England as the concept of safe and well visits for our communities is better supported by the local NHS, it is only through these commissioning arrangements that the Fire and Rescue Service can fully support and be a real asset to health.

**Efficient Response Options and Capability Reviews** - The Authority has demonstrated that continued development of how we provide our front line services and the technology we use has resulted in more efficient ways of working. This concept will continue to be developed alongside our representative bodies ensuring that we are not compromising safety or service provision but can deliver an even more efficient service at a lower cost through adept resource allocation and streamlined management.

**Collaboration Opportunities** - The Authority will continue to work will all partners but will also support the Police and Crime Bill and work closely with the Police and Ambulance Services. Cashable savings are already being achieved through a number of ongoing workstreams, already discussed within this document, and additional sensible collaboration and integration opportunities will be given due consideration.

**Procurement and Cost Efficiencies** - The Authority has a strong track record of delivering cost savings which includes more efficient procurement. In addition, opportunities to develop our Community Interest Company and market our enhanced training facilities will lead to more commercial opportunities and additional income generation that will support our prevention agenda.

A more detailed version of the savings plan is available online: [www.staffordshirefire.gov.uk](http://www.staffordshirefire.gov.uk)