



Vision Statement





INTRODUCTION

Public Services are facing some of the biggest challenges for a generation with austerity being the new norm. Fire Authorities are not exempt from these challenges and over the last 12 months a number of national reports and discussions have taken place outlining the benefits and need for more collaboration and integration between blue light services.

As two comparatively small Fire Authorities; both Dorset and Wiltshire have benefitted from collaborative working for a number of years. In December 2013 both Authorities agreed to progress this relationship and consider a business case for combination in September 2014 to take effect in April 2016.

A key focus of the business case will of course be the financial solvency, but such a merger must be more than helping to balance the books. The combination provides a unique opportunity to recast our current support arrangements. This will ensure we are safe, strong and sustainable and that we are able to work in the heart of our communities both now and in the future. We are currently shaping this Vision and are excited about these possibilities...

OUR VISION

“ We will provide the communities of Wiltshire and Dorset with an efficient and innovative fire & rescue service that delivers an effective emergency response and helps to ensure the safety and wellbeing of the people we are proud to serve. ”

Our new organisation will be
SAFE, STRONG and **SUSTAINABLE**

To be SAFE

We will...

Understand the make-up and needs of the communities we serve

Reduce risk to our communities through an innovative and integrated risk management plan

Maximise the operational potential of our response resources to reduce impacts on communities and maintain firefighter safety

By...

- Working efficiently and effectively with our partners in the way we gather and use intelligence and data
- Proactively positioning the Authority in new and emerging networks such as Health and Wellbeing Boards
- Working to break down administrative boundaries where they inhibit innovation

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- Developing localised plans that make communities more resilient and mitigate the risks they and our staff face
 - Positively reacting to commissioning requests for innovative educational programmes and interventions tailored to community needs
 - Delivering a targeted and risk based approach to safety in the home that extends beyond fire prevention
 - Strengthening the use of our response resources including specialist operational functions and national resilience assets, to maximise their impact when they are needed

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- Delivering the right training, at the right time, to the right people, to ensure we are safe and competent to react to operational incidents
 - Orientating all appropriate support departments and assets so that fire fighter safety remains a key focus

To be STRONG

We will...

Play a leading role in improving community safety, resilience and well-being across Dorset and Wiltshire

Ensure we have appropriately resourced teams with the capacity, capability and agility to meet a wide range of community needs

Strengthen our commercial and business relationships

By...

- Using our increased size and potential to ensure there is an integrated approach to public safety across our respective Local Resilience Forums to mitigate community risks
- Capitalising on our local brand and trusted reputation to deliver the range of services our communities need to make them safer and more resilient
- Maximising the use of our fire stations to meet local community needs
- Investing in infrastructure and technologies that allows us to operate from a single joint command and control centre to maximise capacity

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- Reducing previous single points of delivery and structuring our service to ensure we are able to be responsive to new and changing demands that address community risk
 - Establishing local governance and oversight arrangements involving elected Members and community groups to assist in driving down risk through localised community safety plans

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- Ensuring we are professional and consistent in our dealings with businesses at all levels
 - Playing a leading role in the design and development of local community infrastructure and the built environment

To be SUSTAINABLE

We will...

Use of combined financial resources to achieve on-going efficiencies to provide initial savings of £2m pa by 2017

Use innovative ways of working to improve our resilience and deliver efficient, reactive services that meet the current and emerging challenges we and our communities face

Build on our existing partnerships and seek new relationships that maximise efficiencies and strengthen service delivery and inter-operability

By...

- Delivering a robust change management programme that identifies optimal organisational design to reduce baseline costs while ensuring we delivery our statutory and legal duties
- Engaging with internal and external stakeholders to maximise all opportunities to realise efficiencies
- Maximising the procurement opportunities that arise from our increased economies of scale and buying power

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- Using technologies to strengthen our internal and external communications and relationships
 - Ensuring that our behaviours are value and principle driven rather than being driven by prescriptive regulations, rules and procedures
 - Developing a culture of trust, empowerment and professional responsibility to maximise our capacity
 - Maximising the talents of our workforce to ensure their innovation can strengthen services to our communities

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- Strengthening our focus and resilience to enable senior managers to work consistently at a strategic level to progress emerging relationships between blue light partners, Local Authorities and other Agencies
 - Focusing our work with key partners in order to react to the new and emerging social well-being agenda
 - Learning lessons across our larger organisation and through the relationships we develop in order to ensure we continually improve
 - Developing new business continuity arrangements that reflect the resources and skills associated with a larger more streamlined organisation

We are making an ambitious bid to Central Government that will make us more efficient and enhance public safety by:

- Extending the award winning SafeWise Safety Centre concept to Wiltshire/Swindon
- Creating a combined Headquarters and hub to help make this challenging and complex combination work
- Providing a common ICT platform for us – and to provide risk information to our communities



