



**Wiltshire  
Fire & Rescue  
Service**



# Mid term review of the Strategic Plan 2010-13

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# Foreword

On behalf of Wiltshire & Swindon Fire Authority and Wiltshire Fire & Rescue Service, we are pleased to introduce this mid term review of our three year Strategic Plan.

When we set out our intentions for the period 2010-2013, we could only speculate on how our Government funding would be affected over that time, and what changes we would need to make as a result.

As this review document shows, we are now clear on the challenges ahead, and a great deal of work is underway to ensure that we maximise the opportunities that are available to us.

As ever, our main priority is to protect the communities of Wiltshire and Swindon. Within this, we have to be sure that we have the right people in the right place at the right time with the right equipment. That's why we are undertaking thorough reviews of the duty systems of our operational staff; what appliances we have and where they should be; the types of incidents we are called to and how we respond to them; and the future use of our fire stations to meet community needs.

These reviews, together with others looking at our Corporate staff and their activities, funding opportunities, the future of our Control Centre, and our organisational governance, form a comprehensive programme of major projects that we are undertaking over a four year period.

It is fundamental that our firefighters are as safe and competent as possible. That is why, this year, we have invested in a new fire behaviour training facility that will ensure that our staff are trained for the risks that they face, so that they not only deal effectively with incidents but also maintain their safety.

In addition, we have established a Quality Assurance and Improvement Team to audit our operational staff on a regular basis, to ensure competence across the whole range of activities they are involved in and professionalism in the work that they undertake.

Wiltshire is already one of the lowest spending FRSs in the country, so we have to be innovative in how we go about things. The Localism agenda has presented a number of opportunities, and we are actively looking at how we can use these to best advantage.

It is our privilege to be at the heart of the community, working for the community, and this review has shown that we are working extremely hard to deliver the best possible service to the people of Wiltshire and Swindon.



Brigadier Robert Hall MPhil  
Chairman  
Wiltshire and Swindon Fire Authority



Simon Routh-Jones GFireE MInstLM  
Chief Fire Officer & Chief Executive  
Wiltshire Fire & Rescue Service

How to contact us by telephone, e-mail, in writing or in person:



Fire & Rescue Service Headquarters  
Manor House, Potterne, Wiltshire SN10 5PP



01380 723601



[enquiries@wiltsfire.gov.uk](mailto:enquiries@wiltsfire.gov.uk)

# Financial Summary

Wiltshire FRS has a very good record of financial management, which has been endorsed by our external auditors when scrutinising our accounts at the end of the financial year. We have been assessed as providing value for money, as well as being one of the lowest spending Fire Services in the country with a net revenue budget of approximately £25m.

Our Medium Term Financial Strategy 2011/12 to 2014/15, assessed our financial plans based on the planning assumptions at the time of writing, in respect of inflation, the then known economic and fiscal factors and estimates of future requirements. This has been considered within the context of the national picture where public sector funding of the fire service is being reduced by 25% over the period 2011/12 to 2014/15.

Looking at future provisions of service, a fundamental review has been undertaken, with the financial planning assumptions in mind, in a number of areas where potentially significant efficiencies can and should be made. The Strategic Transformation Programme, which is continually mentioned throughout this document, is the mechanism by which we will determine how the services are provided going forward.

The Medium Term Financial Strategy 2011/12 to 2014/15 identified potential budget shortfalls in the periods 2012/13 to 2014/15 totalling £1.4m. Through the delivery of the Strategic Transformation Programme, it is expected that by looking at how we respond to incidents, how we effectively position and crew our appliances through our duty systems, and looking at our command and management structures, we can bridge this gap. We are also looking to find new funding opportunities, making better use of our assets and resources, and in conjunction with our partner organisations look to provide a community based service, meeting the needs of the community for the community. We are currently in year one of a four year programme and, as the planning assumptions develop, revisions will be made.

The Medium Term Financial Strategy will be updated in spring 2012, by which time further progress will have been made on our Strategic Transformation Programme and a revision to planning assumptions will be taken into account. Further detailed information will be also be available as and when the budget for 2012/13 is approved in February 2012.



# Our mission statement

“We will make life safer for people in Wiltshire and Swindon and help strengthen and secure the changing communities we live in, by working together with others to deliver local solutions for local priorities.”

## Our strategic aims



To provide a resilient response to fires and other emergencies



To create stronger, safer and more resilient communities



To develop a healthy, safe, well trained workforce which is representative of the community



To protect our environment and heritage



To resource our key aims to ensure maximum efficiency

## Our core values

Our values help us to become a better organisation and they are linked to our strategic aims. We rely on our staff to help us to achieve our priorities and objectives, and expect everybody to work hard to provide a really professional service which helps to make your life safer.



### Service to the community

Working with others fairly and with respect, to reduce risk, striving for excellence in all we do and being answerable to our communities



### People

Demonstrating honesty, integrity and mutual trust with our staff, recognising merit and encouraging personal development



### Diversity

Providing different solutions for different needs, promoting equal opportunities in employment and progression within the Service and challenging prejudice and discrimination



### Improvement

Improving our service through consultation, learning from our experience, being open minded and responsible for our performance

## Key workplace behaviours

We have subscribed to a series of personal qualities and attributes (PQAs) which detail successful and effective workplace behaviours. We have identified three key workplace behaviours, which underpin and encompass all of the PQAs. They apply to everyone – from the Chief Fire Officer right through to the newest member of staff:

**Professionalism:** demonstrating positive workplace attitudes and behaviours in everything we do

**Respect:** showing due regard to one another, including ourselves

**Responsibility:** taking ownership of our actions

# About us

In delivering the Service to the communities of Wiltshire and Swindon we employ 527 operational firefighters, consisting of 211 wholetime staff and 316 firefighters who work on the retained duty system. Our staff are drawn from all sections of the community.

Our operational crews are based at 24 fire stations, and are supported by 121 corporate staff, a Training & Development Centre, a tri-service Control Centre, vehicle workshops and Headquarters.\*

The Wiltshire and Swindon Fire Authority is made up of 13 elected members appointed by Wiltshire Council and Swindon Borough Council. The Authority sets the budget, decides on strategic policy and scrutinises activities. It is required by the Fire Services Act 2004 to provide the following :

## Provision of a Fire and Rescue Service

- Provide trained personnel, services and equipment necessary to meet all normal requirements.
- Make arrangements to deal with calls for help and for summoning personnel, and provide crews with safety information.

## Fire safety

- Make provision to promote fire safety in its area.

## Fire fighting

- Make provision to extinguish fires, protect life and property, and limit damage in the event of fires in its area.

## Road traffic collisions

- Make provision to rescue people in the event of road traffic collisions in its area.

## Other emergencies

- Make arrangements to respond to emergencies where one or more individuals die, are injured or become ill or there is the likelihood of harm to the environment.



\* figures as at december 2011

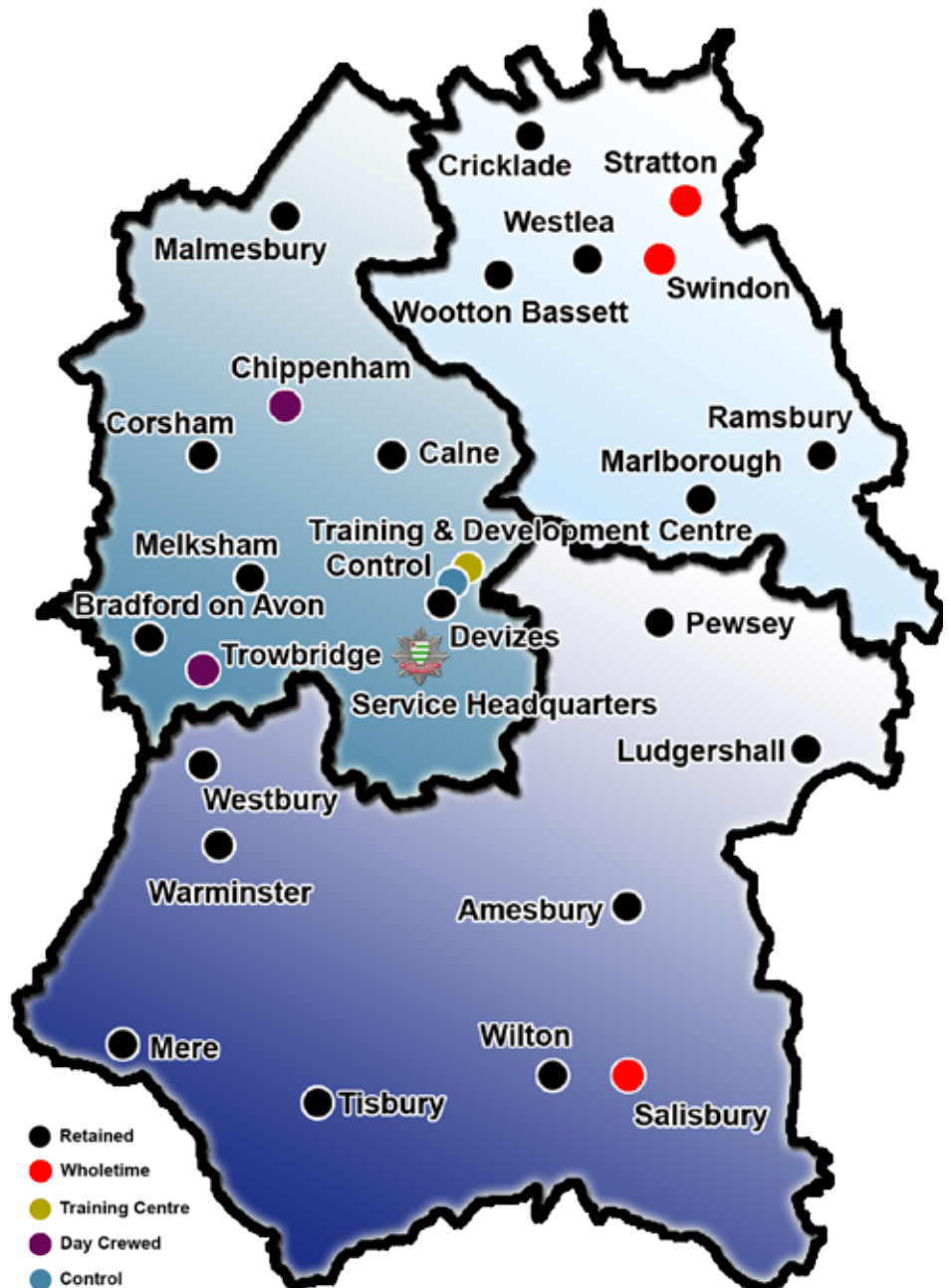
# Our area

With a population of approximately 661,600 our area has Swindon, a major commercial and manufacturing centre, and Wiltshire, which has a variety of market towns, including Chippenham and Devizes, our county town of Trowbridge, and the historic city of Salisbury.

Our area has strong, safe communities where people of all backgrounds have a sense of belonging and wellbeing and it is a place where people want to work and live.

Our area also has some parts that suffer from high levels of deprivation, above average levels of teenage pregnancy, drug abuse and other factors that contribute to the vulnerability of the community.

We deliver our services through three geographical groups.



# Plan on a page



## To provide a resilient response to fires and other emergencies

### Priority 1 Safer Communities

- Planning for the future location of fire stations and how we deliver our services
- Providing resilient duty systems
- Ensuring our emergency response vehicles meet our needs
- Preparing for major incidents including extreme weather



## To create stronger, safer and more resilient communities

### Priority 1 Safer Communities

- Helping people to stay safe from fire
- Helping people to stay safe on our roads
- Protecting the business community
- Demonstrating community leadership



## To develop a healthy, safe, well trained workforce which is representative of the community

Priority 2 Developing our people

Priority 3 Improving our commitment to equality & diversity



## To protect our environment and heritage

Priority 4 Reducing our impact on the environment



## To resource our key aims to ensure maximum efficiency

Priority 5 Making the best use of our financial resources

Priority 6 Making the best use of our premises, vehicles and equipment

Priority 7 Securely managing our information and data

Priority 8 Strengthening our governance and performance




# Wiltshire Fire & Rescue Service

## Integrated Risk Management Plan (IRMP)

The main aim of an IRMP is to make the Service more responsive to locally identified needs in order to keep our communities safe. Our IRMP was published in 2010 and set out a three year programme to deliver the following:


- A reduction in the number of fires and incidents.
- A reduction in loss of life.
- A reduction in the number and severity of injuries.
- Reduction of commercial, economic and social impact of fires and other incidents.
- Safeguarding the environment and heritage.
- Providing communities with value for money.

At this mid point in our three year programme, we set out in this review our progress so far and also look forward to how we are going to deliver what we set out to achieve. In the following section we report on progress with all our original IRMP related plans, they are identified by the following symbol 

## Strategic Transformation Programme

The Strategic Transformation Programme is a series of interconnected projects each designed to consider and report on the future shape and role of our Service. The programme is scheduled to run over four years with all projects completing their research and review phase by the end of March 2012.

In years two and three we intend to implement a series of changes, which will see a new structure in place with any review of policies undertaken in year four. The overall aim of the programme is to set in place new and improved levels of emergency response, achieving a safer community at a cost which is both affordable and sustainable.

In the following section we report on the individual projects within the Strategic Transformation Programme, identifying them with the following symbol 



## Priority One Safer communities

To help us keep our staff and communities safe, we split our service delivery work into three areas:

- Response – responding to emergencies
- Prevention – fire safety in homes and in the community
- Protection – fire safety in business premises

### Response

How we respond to incidents, who and what we send, and what equipment we use are fundamental to our Service. The following areas have all been reviewed over the past year.

#### Mobilising to incidents based on risk



We are developing new policies for mobilising appliances and crews to emergency incidents based on risk. This will place safety as our first priority but recognise the potential benefits of limiting our response and minimising cost. We are planning to have the review completed in 2012 and implemented by the end of 2013.

#### Wholetime duty systems



We are looking at how our wholetime fire crews provide emergency cover, with the aim of improving our response to incidents and decreasing the risk within our communities. The review team is scheduled to report on a series of options that will then be subject to consultation in Spring 2012.

#### Operational managers' duty system



We have reviewed the number of operational managers required to be on duty to safely run the command function at incidents. This concluded that it was possible to increase the number of managers on duty to provide emergency cover while having fewer managers working the duty system. This potential increase in available managers enhances the Service's ability to manage a large multi-agency incident or a series of simultaneous incidents.



Anticipated annual savings of around £400,000 will be achieved by reducing the number of operational managers we employ.

#### Fire Control



Following the Government's decision to stop the Regional Control Centre project, we are looking at our mobilising arrangements to ensure that they are fit for purpose and provide extra resilience in periods of high demand.

To achieve this, we are working in partnership with neighbouring fire and rescue services to prepare funding bids to Government for a networked solution. Subject to a successful bid, we propose to update the systems within our existing Fire Control Centre, which is part of the Wiltshire Emergency Services building in Devizes.

### Retained duty system IRMP STP

We are also looking at how our retained fire crews provide emergency cover in their local communities, as societal changes have made it difficult to maintain this critical part of our Service. The review team is scheduled to report on a series of options which, once developed into firm proposals, will enable the Service to provide long term solutions for resilience.

### Extreme weather IRMP

When extreme weather events occur, they tax the resources of local emergency services and, during recent years, they have become more commonplace. This has resulted in changes to our planning arrangements as we now look at “when” and not “if” they will occur. As a consequence, we have revised our extreme weather plans and intend to test them through multi-agency exercises.

### Fire stations IRMP STP

We have assessed the impact that growth in developments will have on our Service during the next 20 years. This future model identifies changes to the risk posed to our communities, and has led us to review whether our fire stations are located in the best places. It is clear that we will need to relocate and develop some fire stations, so that we can continue to deliver an effective emergency response to our communities.

### Emergency appliances IRMP STP

We have developed a programme of changes to our emergency vehicle fleet, which will enhance our ability to respond to emergency incidents. As part of this, we have developed an Operational Support Unit, designed to deliver a wide range of support equipment to emergency incidents - two of these units will come into use in 2012.



## Prevention

To improve safety within our communities, our efforts are focused on preventing fires, road traffic collisions and other emergencies by the targeted education of those we know to be most at risk.

### What we did

In targeting our prevention activities, we seek to make better use of our resources, working with partners to ensure that those in most need are kept safe from harm. We undertook a strategic risk assessed review of community safety activities in 2010 against a tighter fiscal climate, which resulted in further targeting and prioritising of our resources.

#### Home safety checks

IRMP

Last year, we carried out 3,729 home fire safety checks for our most vulnerable residents, during which we installed 4,568 smoke alarms. These visits - which cost the Service £80,200 last year - allow fire service staff to give practical advice on making an escape plan and how to make the home safer, not just from fire but from other hazards too. Many of these visits were carried out in partnership with other agencies, such as the Bobby Van Trust.

#### Engaging with young people

IRMP

We have three members of staff who deliver fire safety awareness training to children at Key Stages 1 and 2, and some at foundation stage. Last year, over 17,000 children were seen by the team, leading to a comprehensive evaluation of activities that provided strong evidence of the programme's effectiveness and value. The total cost of our youth engagement programme is £80,000 – or an average spend of just £4.70 per child - which includes managing our Safeguarding Children scheme and the successful Young Fire Setters intervention programme. The latter involves working with young people to change their behaviour because they have been fire setting or have an attraction to fire to an extent which gives cause for concern.



#### Safe Drive Stay Alive

IRMP

Safe Drive Stay Alive is a hard-hitting presentation that shows the consequences of a road traffic collision, based on personal experiences. Emergency service personnel and victims of road traffic collisions speak directly to the audience about the loss and personal tragedy surrounding a road traffic collision. Targeted at high risk groups of young drivers and the military, it was seen last year by over 7,500 young people, from more than 50 schools and colleges, and by more than 2,500 MOD personnel. The show has been seen by 30,000 people to date.

The project is led and primarily co-ordinated by Wiltshire Fire & Rescue Service, supported by Wiltshire Police, SWIFT Medics, Wiltshire County Council, Swindon Borough Council, Roadpeace and Brake. Safe Drive Stay Alive last year cost £25,000 to put on, a cost shared by our external sponsors Honda UK, Wiltshire Council, Swindon Borough Council and NHS Wiltshire.

## Road safety for the business community

IRMP

One third of all deaths on our roads in this country are business related - people travelling to and from work or whilst at work. We have developed an online education package for local businesses that delivers road safety messages, over a 12 month period, directly to employees' desktops.

In the last 18 months, we have led at the national corporate road safety seminar. This event runs twice a year and reaches over 70 businesses. The hard hitting presentation is designed to inspire fleet managers to change their policies to improve road safety within their organisation.



## Incident Reduction Managers

IRMP

The Service has a team of four incident reduction managers, who work in the community and with partners to reduce the risk, frequency and associated costs of deliberate fires to the community, our Service and our partners. They are tasked to ensure that the incidence of false alarms is reduced by working with owners of affected property to put into place effective management arrangements.

## Boat safety

IRMP

Due to a rise in boat fires in recent years on our waterways in Wiltshire, in 2010 we launched a successful Boat Safety Advice Scheme. Working with other agencies, such as British Waterways and the Kennet and Avon Canal Trust, we visit boat owners offering fire safety advice and, if needed, the opportunity to have safety equipment such as smoke alarms fitted.

## Salamander

IRMP

Salamander is an intervention scheme, which has continued to have an impact on the behaviour and attitudes of young people who have been excluded from school or involved in crime. The project allows young people, referred to us by our partners, to spend a week at a fire station learning teamwork and life skills. The cost of running Salamander is largely met by our partners and, last year, it benefitted 170 young people.

## How we performed

### Reducing the number of accidental fires in the home

Last year, we attended 360 accidental fires in homes compared to an average of 369 over the preceding three years.

When we consider the number of accidental fires in the home, we have comparably fewer than the most recent national statistics, those for our South West region or our family group. This is particularly encouraging when viewed in the context of the greater numbers of people, known to be vulnerable to the risk of fire, remaining independent and living in their own homes.

### Reducing the number of deaths and injuries caused by accidental fires in the home

There was one death resulting from a fire in the home in 2010-11, compared to two deaths in the previous year. The lessons learned from individual case studies have improved our ability to more effectively target those most at risk. There were 19 injuries compared with 29 the previous year.

Although the number of house fires has remained static, the significant reduction in injuries indicates that the risk the fires posed was lower. We put this down to the success of our home safety check and smoke alarm programme as fires are discovered earlier and occupiers are making safer decisions.

## Reducing the number of young adults and adults killed or seriously injured in road collisions

National statistics place young adults (aged 16 to 25) as the highest risk group for fatal and serious road collisions. The number of people killed or seriously injured on Wiltshire's roads in 2010 was 292, a 40% reduction since 2000, which is in line with central Government targets.

There are five factors leading to the reduction in death and serious injuries on our roads. They are known as the Five E's – engineering, education, emergency care, enforcement and evaluation. We contribute to the reduction of death and injuries on our roads through our innovative Safe Drive Stay Alive roadshow, and by our extensive training and extrication skills.

## Reducing the number of fires started deliberately

Fires are categorised in two ways - a primary fire is one which involves property such as buildings, vehicles or outdoor structures, and a secondary fire is any other fire. Last year, we attended 235 primary fires and 477 secondary fires which were started deliberately, compared to an average of 358 primary and 547 secondary fires over the preceding three years.

The overall reduction of deliberate fires compared to the previous three years is 21%. This is due to a number of factors such as local partnership working, vehicle clearance and policing activities. The activities of our youth engagement team feature an anti arson message, which we believe has contributed to the reduction of fires in this area.

## What we are going to do

- Complete 3,000 home safety checks a year, fitting smoke alarms where necessary.
- Continue to provide our youth engagement programme of fire safety awareness training to 15,000 children at Key Stages 1 and 2.
- Promote early learning fire safety through children's centres to help get these safety messages to families with children under five.
- Work in partnership with schools to develop ways of delivering key safety messages to young people at Key Stages 3 and 4.
- Continue our Safe Drive Stay Alive programme, delivering awareness training.
- Continue utilising our incident reduction managers to reduce the frequency and impact of deliberate fires, and work with building owners to reduce the incidence of false alarms.
- Continue running the regional Fire Service Road Safety Practitioners Group.
- Work in partnership to co-ordinate a national road safety seminar for commercial organisations.
- Aim to visit every registered boat on our waterways over a three year period.
- Continue running Salamander courses when funding is made available.
- Continue chairing the regional Young Persons' Practitioners Group.

## Outcomes we seek

Reduction in the number of accidental fires in the home, deaths and injuries from fires in the home, fires started deliberately, and deaths and injuries on our roads.



## Protection

Through our protection activity, we enforce the Regulatory Reform (Fire Safety) Order 2005, which applies to all business premises. Through a combination of auditing, advice, education and enforcement, we aim to reduce the risk to life and the impact of fire on the business community and the environment.

### What we did

#### Unwanted fire alarms

IRMP

STP

Many of the calls from automatic fire alarms that we attend turn out to be unwarranted. In a bid to reduce this number, we continue to work closely with businesses. Our policy for attending such calls has been reviewed, and we have adopted a risk-based approach to better manage how we respond in these cases.

#### Enforcement

IRMP

We have provided specialist interview training to our staff involved in fire safety enforcement work, reviewing our existing enforcement policy against national best practice. An increasing number of officers now also have practical experience of conducting interviews in line with the Police & Criminal Evidence Act. As a result, the Service has conducted four successful prosecutions in the last two years and is also in the process of issuing a number of simple cautions.

#### Interpreters

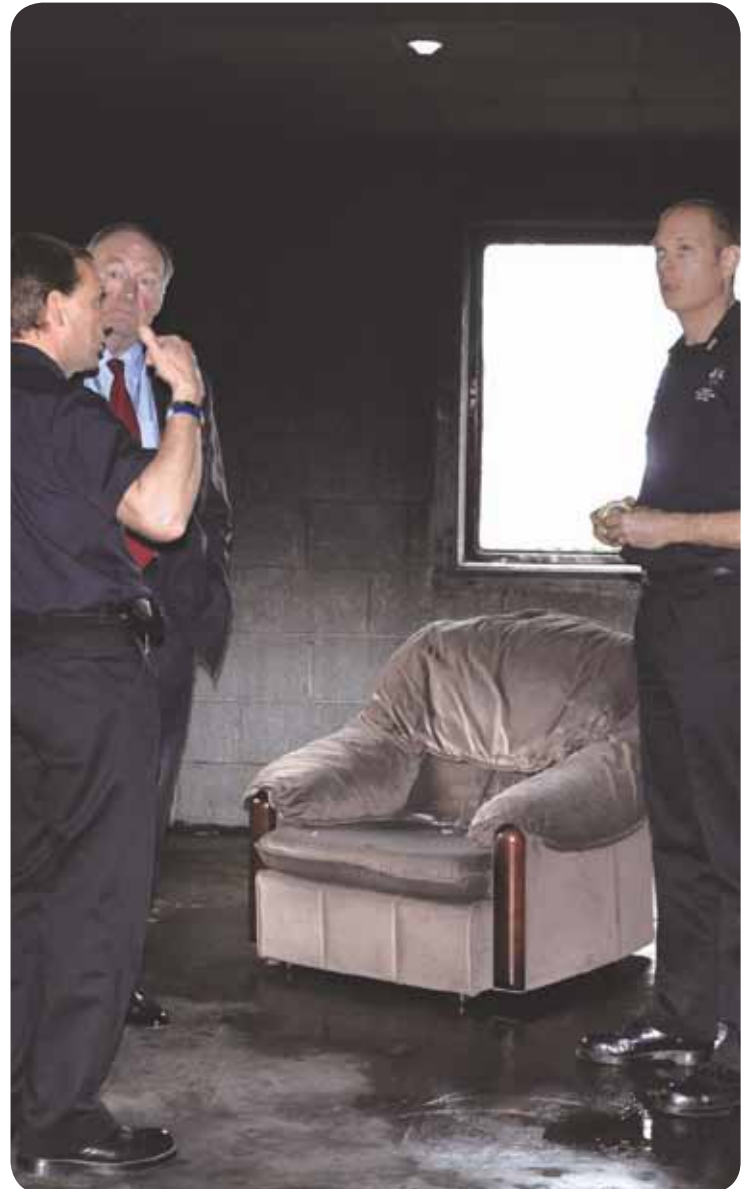
IRMP

We have successfully identified and utilised a preferred company for providing registered interpreters in support of our enforcement activities.

#### Advice

IRMP

We continue to provide free fire safety and business continuity advice for local companies. Educational seminars have been held for residential care providers, hoteliers and licensed premises. The possible provision of new duty systems for our operational crews will enable us to consider increasing our activities to promote safety in business premises.



#### Automatic fire sprinklers

IRMP

By working with partners, we have continued to encourage commercial developers and planners to fit automatic fire sprinklers in new buildings, including schools and other suitable premises. Wiltshire Council and Swindon Borough Council now have policies of fitting new schools with sprinkler systems. We continue to support the National Fire Sprinkler Network in its campaigning, and have actively lobbied for further regulations requiring the fitting of sprinklers in all suitable buildings. Wiltshire has a large social housing scheme where sprinklers have been fitted, and we have promoted the success of this project with a number of other fire and rescue services, including Staffordshire, Warwickshire and Cornwall.

## How we performed

### Percentage of requests met for building regulation statutory consultations

Last year we completed 99.45% of requests by the due date, compared to the preceding year when we achieved 96.8%.

Both figures exceed our performance target of 95%.

### Percentage of higher risk Fire Service Emergency Cover (FSEC) group premises, within scope of Regulatory Reform (Fire Safety) Order (2005) (RRO), that receive a full audit of fire safety compliance following a primary fire

Last year we completed 103.3% of requests by the due date compared to the preceding year when we achieved 76.5%.

We achieved over 100% due to catching up with some of the premises where fires had occurred in the previous financial year. Target is 75%.

### Percentage of lower risk Fire Service Emergency Cover (FSEC) group premises, within scope of Regulatory Reform Order (2005) (RRO), that receive a full audit of fire safety compliance following a primary fire

Last year we completed 71% of requests by the due date, compared to the preceding year when we achieved 73%.

Our target is 50%.

### Reduction in unwanted fire calls

Last year we received 2,223 unwanted fire calls, of which we actually attended 1,940 (87%). In comparison, in 2006-07, we received 2,548 calls and attended 2,462 (97%).

There has been a 13% drop in received unwanted fire calls in the last four years. Even though the number of premises including new fire alarms is increasing, the numbers of calls received is dropping in real terms. This is due to our intervention work. As call challenging has improved, we now attend 10% less calls than previously.



## What we are going to do

- Continue to review and publish standard operating procedures with full business processes to ensure efficient risk targeting and operations.
- Review our written correspondence and the formal notices we serve to ensure that they are easier to understand – this is as a result of customer feedback.
- Look to improve the links with our enforcement partners in the local authorities to improve information exchange and risk targeting.
- Put in place a new post to reduce the number of unwanted fire calls.
- Consider setting up a company to provide fire safety training for industry and commerce within Wiltshire and Swindon.

## Outcomes we seek

Maintain the zero fire fatality rate in business premises, and the low rate of fire related injuries in business premises - from a high of 12 casualties in 2008, there were only two recorded injuries in 2010-11.



## Priority Two Developing our people

It is important that we review the work that all our staff undertake to ensure that they have the opportunities and resources to maintain and develop their skills.

### What we did

#### Quality Assurance and Improvement Team

Last year, we improved how we monitor the ability of our fire crews to be safe and effective at operational incidents. Our Quality Assurance and Improvement team has assessed and audited how well we risk-assess and manage operational incidents. This includes how competent our crews are when engaged in high risk activities such as wearing breathing apparatus to fight fires, and how competent our managers are in dealing with operational incidents.

#### Fire behaviour training

Health & Safety requirements place a duty on the Service to carry out refresher training for firefighters and operational managers so that they are able to safely tackle fires. This includes giving them experience of the hazards of backdraft and flashover within a strictly controlled and safe training environment.

In previous years, we have used our own instructors to run this training at various regional facilities. In addition to the cost of instructors, a recent review identified that the future cost of the refresher programme would be in the region of £65,000 per year. As a result, we have set up our own training facility at Cotswold Airport at a capital cost of £70,000. The cost of this new facility compared with the regional option is significantly lower at £6,500 per year, leading to potential ongoing annual savings in the region of £58,500.

#### Driver training

New regulations require the Service to ensure that all employees who drive to emergency incidents are qualified in accordance with national standards. The training and assessment of our operational managers who are tasked to respond to emergency incidents in cars using blue lights is contracted to the Wiltshire Police Driver Training Unit at a cost of £42,000.



#### Refresher training for operational managers

Our operational managers carry out a wide range of activities, including the management of operational incidents. We set out to evidence that these staff were fully trained and able to provide consistent and effective incident management. Last year, 50% of our operational managers attended and passed a refresher training course, with the remainder programmed by the end of 2012.

#### High Potential Leadership Programme

We set out to look at our future staffing needs, ensuring that talented individuals were supported, and making sure we have the right people in place with the right skills so we can ensure the succession of the Service. We have been engaged in a national pilot programme, resulting in two employees entering and completing a fast track personal development scheme.

#### Improving safety

We strive to be a learning organisation, where our employees are kept safe from harm. Where accidents and injuries occur, we continue to investigate the circumstances and put in place measures to prevent such things happening again in the future. Our emergency incidents are subject to safety audits and incident debriefs, where lessons learned are recorded and safety improvements are put into place. We continue to analyse accident and injury statistics, leading to improvement plans and management interventions.

## How we performed

### Reducing the number of injury related accidents

Last year our employees were involved in 63 injury related accidents compared to 58 in the preceding year.

Despite a slight increase in injury related accidents, we have seen an overall reduction in the total number of reported accidents. This has resulted in fewer injury related absences from work and fewer serious accidents of the type reportable to the Health and Safety Executive. We believe that this reflects our commitment to the importance of maintaining a positive health & safety culture. Manual handling remains the highest cause of injury related accidents within the Service, and it remains an area of improvement.

### Reducing the number of vehicle incidents reported

Last year we had 50 vehicle accidents compared with 75 in the preceding year.

A majority of our vehicle incidents are low speed impacts arising from reversing or manoeuvring fire appliances. During the last year, there has been a significant decrease in this type of incident, as our drivers have a raised awareness of the policies and procedures we have in place to avoid accidents of this kind. Our driver training programme, supported by our health & safety roadshows, have all assisted in these improvements.

### Reducing the number of work-related lost time accidents (3+ days)

Last year our employees were involved in nine lost time injury related accidents compared to 12 in the preceding year.

We are pleased to see a reduction in the number of the more serious injury accidents over the last year. We believe that only by maintaining a positive health & safety culture can we reduce this relatively low number further.

### Total days lost to sickness absence - all employees (excluding RDS)

Last year the average number of days each employee was absent through sickness was 6.5 days, compared to 7.1 days in the preceding year.

We have compared our sickness absence with the findings of the Chartered Institute of Personnel & Development national survey 2011. Our average last year is significantly lower than that throughout the public sector, which was 9.1 days.

## What we are going to do

- Continue to utilise the Quality Assurance and Improvement Team to improve professional standards within the Service, particularly at operational incidents.
- Develop and implement an operational assurance framework.
- Continue to utilise the fire behaviour training facility and remain on-course to deliver the scheduled programme of refresher training.
- Complete the refresher training programme for operational managers.
- Continue to learn from accidents and other events to raise awareness of safety throughout the Service.
- Develop the Service culture to ensure that 'professionalism', 'responsibility' and 'respect' feature highly in all areas of performance management.
- Develop performance measures, ensuring that employee competence is measured and reported.
- Continue to train all employees on manual handling techniques.

## Outcomes we seek

Reducing the number of days/shifts lost through sickness, injury related accidents, work-related lost time accidents (3+ days).

Reducing the number of vehicle incidents reported.

Improving the development and maintenance of operational and management skills.



## Priority Three

# Improving our commitment to equality & diversity

We are committed to understanding the needs of our communities and providing services to meet those needs. We want to continue ensuring that we treat everyone fairly and with respect, whilst challenging prejudice and discrimination.

## What we did

### Single Equality Scheme

We have published a new Single Equality Scheme, which will influence our future equality work. It is our public commitment of how all parts of the Service will meet the duties placed on us by equality laws, and is based around the protected characteristics (race, gender, disability, age, sexual orientation, religions and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity), and also includes community cohesion. We developed this working in conjunction with local partners as part of the Statutory Equality Lead Officer Group for Wiltshire & Swindon (which we chair), and in consultation with staff and the public.

### Embedding

We aim to embed the principles of equality & diversity into our everyday work and our Service culture, raising awareness of the wider issues by featuring it in our monthly magazine. We have developed our own in-house equality & diversity course, called Making It Real – this has been well received by attendees, who say it is a “relevant and helpful course, which is of value to all members of staff at all levels of the Service”.

### National networking

We work with national and regional fire and rescue services to share best practice. We have recently introduced a publication that gives guidance to our fire crews on how we can best interact with people in our communities from different cultural backgrounds.

## How we performed

### Training our workforce on equality & diversity

We have so far trained over 95% of our managers and 75% of other staff on equality & diversity. In addition, we have provided refresher training to Fire Authority members.



## What we are going to do

- Continue our efforts to embed equality & diversity as we believe this is a key cultural change agent that will support our change projects.
- Ensure that all staff are aware of and work within the behaviours of respect and professionalism.
- Work with the Statutory Equality Lead Officer Group and develop an Equality and Human Rights Charter for Wiltshire and Swindon.
- Continue to run equality & diversity training courses with the aim of reaching all employees.
- Provide additional training to managers and staff with the aim of ensuring that diversity impact assessments become an integral part of management decisions.

## Outcomes we seek

To attain the achieving level of the Fire and Rescue Service Equality Framework.

To improve the outcomes of our 2008 organisational survey.



## Priority Four

# Reducing our impact on the environment

As a public authority, we must continue to demonstrate the necessary leadership to protect the environment, so that our vision for it to be brighter, cleaner and safer for future generations is met. We are committed to reducing our carbon footprint and ensuring an effective response to pollution from operational activities.

## What we did

### Carbon management plan

We have implemented our carbon management plan, which has helped us focus our efforts on reducing our impact on the environment. As a result, we have reduced both the consumption of gas, electricity and water in our buildings and the fuel used by our fleet of vehicles. We have recently established a system to monitor the use of utility fuels, which will help us to drive this down further.

### Buildings

We have made significant investments in our premises, which are designed to reduce their running costs, including the consumption of energy. Buildings have been fitted with double glazing, new central heating boilers, false ceilings and insulation. Each of these have had an impact on lowering our overall carbon footprint.

### Collaboration

We work with other fire and rescue services within the South West region to develop a collaborative approach to reducing our carbon footprint.

### Fleet management

We have worked closely with car manufacturers to identify low carbon emission vehicles and have now adopted a policy that all new cars/vans should only produce a maximum of 120 g/km of CO<sub>2</sub>. All new large vehicles, including front line appliances, are Euro 5 compliant in line with EU legislation. We have introduced new policies regarding the hierarchy of vehicle usage relating to targeting a reduction of our fleet based carbon footprint.

### Procurement

We procure our goods and services in an environmentally responsible manner, in line with our sustainable procurement policy.



### Awareness

We have communicated with our employees to increase their awareness of the importance we place on reducing our carbon footprint. In support of this, we have had regular articles in our monthly magazine to raise the profile of carbon reduction.

### How we performed

#### Reducing the use of water in our buildings

During the last year, we reduced our water consumption by 11% compared to the previous year.

This reduction is down to a number of factors, including improvements in our maintenance arrangements and the station modernisation programme. Many of our fire stations have had their old and wasteful plumbing systems replaced with more efficient systems.

### Reducing the use of gas in our buildings

During the last year, we reduced our gas consumption by 1.5% compared to the previous year.

This is an area for improvement. We have a station modernisation programme, which includes replacing the heating boilers on our fire stations. Our success in increasing the use of our fire stations by community groups has contributed to a lower than anticipated reduction in consumption.

### Reducing the use of electricity in our buildings

During the last year, we reduced our electricity consumption by 22% compared to the previous year.

This reduction is down to our station modernisation programme, as many of our fire stations have had lighting replaced with energy saving, movement activated installations. In addition, those fire stations with electric central heating have had their old systems replaced.

### Reducing the use of fuel in our fleet

During the last year, we reduced our fuel consumption by 5.5% compared to the previous year.

We have made a slight reduction in our consumption of all types of road fuel. Any reduction fuel is affected by two main factors, a reduction in the activity of fleet vehicles and improvements in their fuel efficiency. We are working towards improved fuel efficiency; however, it can only be progressed by changes to the fleet, which is limited by cost and affordability. Reduction in non-essential journeys is an important factor, which we will address throughout the life of the plan.

### What we are going to do

- Continue to raise the awareness of carbon management throughout the Service.
- Continue to procure our goods and services in an environmentally friendly manner.
- Set in place arrangements to consider carbon management during meetings at all levels of the Service.
- Set in place arrangements to complete an environmental impact assessment so that carbon management is considered in any change management proposals.
- Complete a programme of fitting smart meters and remote monitoring/control to improve our management of utilities use.
- Evaluate the purchase of alternative vehicle fuels and electric or hybrid cars.
- Continue to procure vehicles powered by the latest European emission standards, Euro 6 (2013).

### Outcomes we seek

Increase the number of staff trained in carbon awareness.

Reduce our consumption of gas, electricity and water.

Reduce our consumption of vehicle fuel.

Achieve a level 3 score on the DEFRA carbon management matrix.





## Priority Five

# Making the best use of our financial resources

As a public authority, we have a specific responsibility to achieve value for money from our use of public funds. This has become increasingly important as the current economic climate means that the Service must operate against a backdrop of reducing public funds and resources.

We will work with other people to look for extra ways to provide our services more efficiently within our community so that we use our resources wisely. We will do this by working with our partners to share information, ideas, skills and resources.

## What we did

### Purchasing

We have set in place more cost-effective purchasing arrangements through using National Framework Agreements, contracts with other partners (collaboration) and local contracts. We have started to see the benefits in efficiency savings and rationalisation of our supply base through better category management and spend analysis.

### New funding opportunities STP

Through our New Funding Opportunities project, we are investigating ways of bringing additional sources of income into our Service. We are also looking at recovering the costs of some of our activities and resources.

### Planning gain STP

We are working with Swindon Borough Council and Wiltshire Council to consider future demands on us arising from both commercial and residential growth and development. We are putting a new post in place to manage the impacts of this growth on our operational risk, and to ensure that, where appropriate, we receive appropriate funding under Section 106 of the Town and Country Planning Act to secure any additional infrastructure requirements.

### Regional working

We have continued to work with other regional fire and rescue services, reviewing opportunities to deliver greater efficiencies through closer joint working and/or sharing of functions.



### Corporate activity STP

We have set up a project to review how we undertake corporate activity, which will recommend how to use our staff in the best way to support our work in the community and to achieve our objectives. This will include reviewing how we can do things differently, more efficiently and effectively, and whether we should stop doing some activities.

## Financial planning

We have reviewed our current financial management information system and it is now being upgraded, which will allow us to manage our business in a different way using cost centre management.

## How we performed

The Audit Commission gave us a very clean bill of health on our financial management in 2010/11. The Service has continued its plans to reduce spending, and to continually find efficiencies in advance of major reductions in funding anticipated for 2011/12 onwards. This resulted in a revenue underspending of £1.634m in 2010/11, allowing the Authority to add some flexibility by increasing its general balances, and support many of the 'invest to save' projects within our Strategic Transformation Programme.

## What we are going to do

- Budgets will be devolved further into the organisation, bringing greater responsibility and accountability. Our Medium Term Financial Strategy will be updated in Spring 2012 to include our local and national economic assumptions, and the high level financial effect arising from the Strategic Transformation Programme.
- Continue keeping the costs of service provision to a minimum through improved purchasing practices. We will continually look for further opportunities through spend analysis and category management, working collaboratively with our partners and others, and better contract management.
- Consider the options for raising new funding through our New Funding Opportunities project.
- Continue working with Swindon Borough Council and Wiltshire Council to achieve planning gain funding.
- Complete the Corporate Activity review and consider the options for changes in the way we undertake corporate activities.



## Outcomes we seek

Savings through better purchasing arrangements.

Increases in income through exploring new funding opportunities and gaining access to funds through our partners for additional infrastructure requirements.

Greater responsibility and accountability throughout the organisation.

Savings through better use of our resources (more efficient use of our assets and staff).



## Priority Six

# Making the best use of our premises, vehicles and equipment

As an emergency service and employer, we need to ensure that our buildings, fleet of vehicles, protective equipment and firefighting equipment is fit for purpose, well maintained, safe, efficient and cost effective, and that we make best use of these valuable assets.

## What we did

### Asset management and procurement

Our asset management and procurement strategy is reviewed annually and is based on the European and National Procurement Strategy for the Fire and Rescue Service in England. This is a key element in ensuring that we provide cost effective goods and services to support the delivery of our Service.

### Future location of fire stations



We are working with the planning authorities in Swindon and Wiltshire, which has given us the opportunity to understand planned future growth and where we need to position our fire stations so that we can protect the communities we serve.

We are looking to engage with other service providers and considering relocation of some of our sites to community campuses, as long as this does not impede our operational response. We will also look to further open our facilities for local use, demonstrating our leadership and our determination to be at the heart of our communities.

### Distribution centre

We have made savings by improving the management of our stores department. To support this, we have developed our former workshops building in Trowbridge into a modern distribution centre for Service equipment and consumable stores. The centre includes personal protective equipment maintenance facilities, a radio workshop and workshops for in-house equipment maintenance.

### Equipment maintenance

Much of our equipment maintenance was formerly outsourced, but now is back in-house to provide a faster, more cost-effective service to our fire crews. An example is the purchase of a hose testing facility, enabling hose to be tested on station rather than being transported to an external facility.

## How we performed

### Fleet

We have relocated our workshops to a larger and more efficient facility in Melksham. This has increased our capacity for a faster turnaround time for vehicle maintenance and repair. It has also enabled us to maintain a number of fleet vehicles for our partners in Wiltshire Council.

### Review of fire stations

We have completed a review of our fire stations, which has concluded that they meet the needs of our community and are fit for purpose, well maintained, safe, efficient and cost-effective. Where possible, we have altered our premises to make them accessible for community use, with disabled access and facilities.

## What we are going to do

- Adopt good practice in the disposal of our land, property and assets, whilst achieving the best market price.
- Continue to seek opportunities to share our premises with other emergency services or public bodies.
- Reduce the cost to the Service by purchasing vehicles with low emissions.
- Develop a project plan and deliver replacement breathing apparatus throughout the Service.
- Continue to support the delivery of firefighting appliances to meet the expectations of our fire crews.

## Outcomes we seek

We want to achieve savings in the procurement and life costs of our assets.

We also want to achieve a 'high standard' in future asset management and procurement audits.



## Priority Seven

# Securely managing our information and data

The security of the information we hold is vital for maintaining the confidence of our service users, staff and partner agencies. We seek to make continuous improvements to the quality of our information and ensure we adopt a risk management approach to how we process it.

## What we did

### Document management

Our document management system has been reviewed to ensure that our procedures for managing policies, plans and strategies are fit for purpose.

### Risk mapping

We have reviewed the likelihood and seriousness of fire and other emergency incidents affecting our communities. This work has led to the development of comprehensive risk maps to target our risk reduction activity more accurately.

### Data protection

We have revised our data protection policies and trained all staff who are responsible for handling personal information.

### Transparency

We aim to make as much information as possible available on our website. Decision logs of our Freedom of Information requests, as well as details of all monthly expenditure over £500, are routinely published.

### FireWatch

STP

We have purchased a new personnel management system called FireWatch, which will ensure that the information we hold on our employees is up-to-date and held securely. The training element of the system will ensure that we can have confidence that our employees are competent in the role they perform and improve our ability to target training and development.

### Information security and governance

We are sharing funding with five regional fire and rescue services to improve the security of our information and data in line with national standards, including the Cabinet Office requirements relating to protective security for public authorities.

### Information sharing with partners

We have signed up to a data sharing agreement with our local partners, including local authorities, the Police, the NHS and the Probation Service. This will allow information to be shared securely between organisations.

## How we performed

### Data quality

The auditor who reviewed our data quality concluded that existing procedures needed to be improved to make them fully reliable.

We have made a number of improvements to our data quality across the organisation, such as the development of a new personnel database.

## What we are going to do

- Redesign our website and intranet sites to enable better access to information.
- Fully implement the installation of the FireWatch personnel management system.
- Improve our information systems to ensure on-going resilience and fitness for purpose in line with audit recommendations.
- Improve our ability to map risk in the community by introducing updated risk mapping software.
- Develop a regional public sector network to ensure the secure sharing of information.
- Develop and implement information security policies and procedures in line with our regional partners.
- Continue to improve the physical security of the workplace to reduce the risk of unauthorised access to information and data.
- Implement the Cabinet Office requirements relating to protective security.
- Work towards the new Code of Practice on transparency.

## Outcomes we seek

We want to achieve a 'high standard' of data quality and meet the National and Cabinet Office requirements for protective security; and a secure information infrastructure.



## Priority Eight

# Strengthening our governance and performance

We set out to improve the Service's performance by setting in place a series of new governance arrangements. Governance is how we consistently manage our service provision through setting cohesive policies, guidance and processes, and ensuring that robust decision-making arrangements are in place.

## What we did

### Performance management

We have completed a comprehensive review of how we report performance. This has led to a new reporting structure, which has been designed by managers to give them the management information when they need it. We monitor the performance of our operational crews across a wide range of activities by our in-house designed software application called 'How is my team performing'. We are currently developing 'How is my manager performing', which will enable the performance of individual managers to be monitored.

### Risk management

Our risk management policy has been reviewed and updated, leading to a series of new arrangements. These were designed to ensure that we effectively use risk management at all levels of the Service, and they are now embedded. We have developed an in-house designed software application that enables all managers to capture new or emerging risks, and to elevate them for the attention of senior management.

### Project management

We have established and published new arrangements for managing projects, with a significant number of staff being trained in this new methodology. Although there has been a specific focus on our transformation programme, a number of other additional benefits have been realised as a result of this. These have included staff development, improved delivery of outcomes, greater efficiencies and improved planning and decision-making, resulting in more effective and timely delivery of projects.



### Business continuity

Our business continuity policy has been reviewed and updated, leading to a series of new arrangements designed to ensure that we can effectively use business continuity throughout the Service. We have published revised and updated business continuity plans for all departments, to provide a robust approach to critical business interruptions and to ensure that we fulfill our responsibilities as a civil contingency authority.

With risks continually changing, it is vital that we keep our policies and procedures up to date at all times.

Over recent years, we have seen an increase in severe weather conditions ranging from snow and flooding to extremely high temperatures. The Service now has a Severe Weather Policy, outlining how we maintain our ability to respond to emergencies, how staff can still get into work, and how we communicate our approach to each scenario in a timely and effective manner.

Other policies have been developed to cover areas where we may be severely affected, e.g. major catastrophe/event, industrial relations etc.

## Scrutiny through audit

Each year, Internal Audit completes and reports on a series of annual audits including our financial and risk management processes and governance arrangements. In addition, the Service commissioned a number of other audits to look at various management functions and ensure our processes, practices and procedures are robust. External Audit, which provides external scrutiny and challenge, has been very complimentary about us in their annual report, having placed reliance on our Internal Audit examination in carrying out their own review.

## Performance reviews

We continue to improve on our system of annual performance reviews for all employees, which can be demonstrated by year on year improvement to the quality of the reviews and the numbers completed.

## How we performed

### Risk management and corporate governance

Following individual Internal Audit reviews of our risk management and corporate governance arrangements, the Auditor concluded that most of the significant controls are in place and operating satisfactorily, although some non-compliance was identified and therefore there was scope for improvement. The Service has made significant improvements to both our risk management and corporate governance arrangements, and improvements identified within the report have either been implemented or plan to be implemented within the next twelve months.

## What we are going to do

- Test our business continuity plans to ensure that we can demonstrate a robust approach to critical business interruptions.
- Continue to utilise our Internal Audit providers to report on the Service's performance.
- Set in place arrangements to review and update our governance arrangements.
- Continue to develop performance monitoring tools such as 'How is my manager performing?'
- Review and update our performance management framework and our performance review arrangements.
- Train relevant staff at all levels on risk management and business continuity.
- Review our partnership governance arrangements to ensure that our partnerships are fit for purpose, and that partnerships are directed to attain the targets we set.
- Implement outstanding improvements identified within Internal Audit reviews.

## Outcomes we seek

We want to make continuous improvements, achieving a 'high standard' in the audit reports on risk management, corporate governance and business continuity.



# Glossary of terms

## **Audit Commission**

The primary auditor of local public services.

## **Business continuity plan**

Sets out what needs to be done in order to continue delivering services in the event of a major emergency.

## **Carbon footprint**

The total set of greenhouse gas emissions caused by an organisation, event or product.

## **Fire and Rescue Service Equality Framework**

Sets out equality & diversity objectives that are a priority for the fire and rescue service.

## **Fire Service Emergency Cover (FSEC)**

A cost benefit tool which allows managers to balance resources against the risks within Wiltshire and Swindon.

## **Integrated Risk Management Plan (IRMP)**

Sets out how fire and rescue services will improve public safety, reducing the number of fire incidents and saving lives.

## **Medium Term Financial Strategy**

Provides an assessment of how Wiltshire Fire & Rescue Service will manage its finances over a four year period.

## **MOD**

Ministry of Defence

## **Police and Criminal Evidence Act 1984 (PACE)**

Provides a framework of Police powers around stop and search, arrest, detention, investigation, identification and interviewing detainees.



## **Protective Security**

Government policy on appropriate internal and external security measures for Government agencies contained in the Security Policy Framework.

## **Regulatory Reform (Fire Safety) Order 2005 (RRO)**

Main piece of fire safety legislation for England and Wales simplifying previous legislation with an emphasis on a risk-based approach to fire safety.

## **Retained Duty System**

Many of our fire stations are crewed by firefighters who are contracted to work the retained duty system. These firefighters are employed to work under flexible contracts and respond to emergency incidents from their home or workplace.

### **Safe Drive Stay Alive roadshow**

A hard-hitting programme of driver awareness, delivered in partnership with other agencies.

### **Salamander**

A scheme giving young people who are at risk of being involved in anti-social behaviour the opportunity to attend a week-long course targeting team work and discipline through firefighting skills.

### **Single Equality Scheme**

Describes in a single document how Wiltshire Fire & Rescue Service will fulfil its commitment to placing the promotion of equality & diversity at the core of every aspect of its work.

### **SWIFT Medics**

A group of doctors who provide voluntary medical support at incidents such as road traffic collisions.

### **Vulnerable**

A person who is, or may be, in need of community care services due to their circumstances, disabilities, age or illness and who is, or may be, unable to take care of his or herself.

### **Wholetime staff**

Firefighters employed on a full time contract to crew permanent or day crewed stations.



For a copy of our Customer Charter please go to our website [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

If you or someone you know would like to see this document in another language or a different format such as large print, Braille or audio CD, please contact us on 01380 723601.

**Hindi:**

यदि आप या आपकी जान-पहचान वाला/वाली कोई व्यक्ति इस दस्तावेज को किसी अन्य भाषा में या अन्य रूप में लेना चाहें – जैसे बड़े अक्षरों या ब्रेल में या सुनने वाली टेप पर – तो कृपया हमारे साथ नंबर 01380 723601 पर संपर्क करें।

**Kurdish Sorani:**

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**Wiltshire  
Fire & Rescue  
Service**

# Recruiting Now

## **Retained Firefighters**

As a Retained Firefighter you can choose hours to fit around your other commitments - everyone's happy. You'll be on stand-by, providing emergency cover on a 'needs-only' basis. So if you live or work less than five minutes away from a station, it's time to think about joining us.

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**Flexibility for you,**

**for us,**

**and for them.**

