



Women in the Fire Service UK

Women in the Fire Service UK Ltd

Business Plan 2018 -2020

"Our Vision"

"To work with Fire and Rescue Services in developing a culture of equality of opportunity and to support all women in achieving their full potential within it"

Women in the Fire Service UK Ltd

Registered in England and Wales, company number 6577352

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VISION & AIMS

We want to be part of a thriving Fire and Rescue Service, which actively supports women in achieving their full potential and we intend to play our part.

In order to achieve our vision, we will focus on key areas of work; retention and progression of women and delivering training and development opportunities.

WORKSTREAMS

- Research into development and progression of women in the FRS
- Delivery of annual training and development event
- Facilitating a programme of regional development days
- Rebranding process and re-launch
- Securing support from Fire and Rescue Services



OUTCOMES

We have identified recruitment retention, development and progression of women as a key area of focus for the next three years, because these are real challenges facing FRS.

- **Recruitment:** It is expected during late 2017 to 2019 FRS will run recruitment campaigns and WFS will support as requested, positive action events, providing role models and making informed comment about recruitment strategies and marketing.
- **Retention:** WFS will continue to develop mechanisms to assist women through challenging times, to provide mentors or coaches where needed. This will aid services with retention of women.
- **Development:** WFS will continue to deliver training and development opportunities. Tried and tested solutions, along with fresh, innovative and challenging workshops and seminars will be provided. Delegates will be encouraged to leave their comfort zone and explore new possibilities, going back into their workplaces re-energized and ready for new challenges.

- **Progression:** In partnership with Fire & Rescue Services, we will research the issues around progression of women. The current status position will be assessed, monitored and reviewed over a three-year period. We hope to identify some of the barriers to progression, to offer services advice, and to share good practice. And of course, we will offer support to women going through this process.



- **Leading to**

- improved retention rates of women
- Improved recruitment rates of women
- improved progression rates of women
- enhanced opportunities for development of women
- smoother flow of information in/out of WFS
- improvements in PR and Marketing will lead to greater exposure and increased income generation, enabling the continued work of the organization



RISKS

WFS has challenges to face. FRS budgets are restricted & limited and this in turn affects income, through loss of Corporate Affiliate Membership and a reduction in numbers of delegates at planned events.

Simply put this has reduced our expenditure.

We all face the challenge of achieving more with less. WFS relies on the goodwill of services and the dedication of our committee. We accept that less time, and fewer resources, are available, therefore we have to be more selective in the areas of work that we can commit to, ensuring that whatever we do, we will make a difference.

What we do though is deliver professional & credible development for women in the fire & service, and our delegate fees not only reflect excellent value for money, they are.





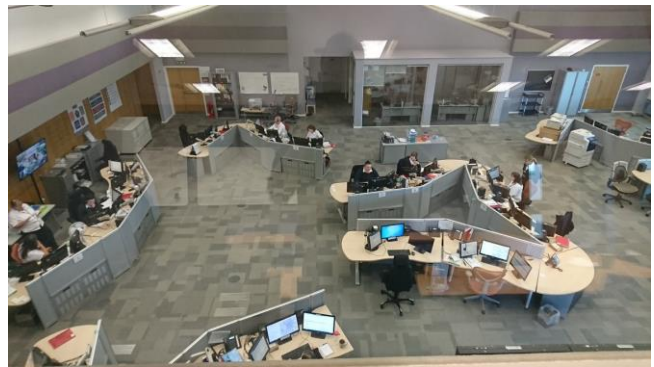
FINANCES

Income is generated primarily through membership and delegate fees from training and development events. Our Fire and Rescue Services pay a corporate affiliate membership fee, on a sliding scale, according to number of employees. From 2010/11 onwards central government funding to fire and rescue services has been cut, which had a direct impact on investment in training and development for staff. With increasing focus on creating an inclusive workforce and cultural reform of the sector, turnover has recovered to pre-austerity levels and is expected to increase up to 2020. Consideration will be given to how best to use our assets to support the organisation in its aims.

Previous seven years' turnover

2016/2017	Turnover 88k	Assets 51k
2015/2016	Turnover 69k	Assets 41k
2014/2015	Turnover 61k	Assets 35k
2013/2014	Turnover 55k	Assets 33k
2012/2013	Turnover 40k	Assets 27k
2011/2012	Turnover 25k	Assets 24k
2010/2011	Turnover 67K	Assets 25k

Financial stability is required to enable us to achieve our aims. Promotion and marketing of WFS is necessary in order to secure corporate membership.



Project	Link to outcomes	Time period	Outcomes	Lead	Progress Update (06/19)
National Training and Development event	Enhanced opportunities for development of women; improved retention rates of women	Throughout year	Plan, publicize and aim to increase workshops & delegate attendance from previous year.	Events Management Team	Increase in delegates, number of workshops and international attendees from 2018.
Women's Development Programme	Enhanced opportunities for development of women; improved retention rates of women	Throughout year	Minimum 3 to be delivered 95% occupancy rate Minimum 3 planned for 2019 Satisfaction rates good	Regional Reps supported by Karen Smith	Completed and rolled over to 2019/2020 plan. 6 Development Programmes held since February 2018 (177 delegates) (London, Humberside, East Region, South East Region, South Yorkshire & West Yorkshire)
Update all policies and review	Smoother flow of information in/out of WFS	January to June 2018	Policies are in date and accurate	Cheryl Rolph	Policies updated & awaiting NEC approval
Promote WFS at events	Improved retention rates of women; Improved recruitment rates of women; improved progression rates of women; smoother flow of information in/out of WFS	Throughout the year	Profile of WFS is raised. Retention of corporate members Recruitment of FRS who are not corporate members	Dany Cotton Alex Johnson	

Operation Florian	Enhanced opportunities for development of women	Regular Skype meetings and planning events as required through the year	With small team deliver gender specific fire safety education to refugees in Lebanon in September 2018	Caroline Anderson	Completed 5 ladies and 1 man from services across the country attended Lebanon in January 2019 in collaboration with Save the Children
Communications	Improvements in PR and Marketing will lead to greater exposure and increased income generation, enabling the continued work of the organisation	30th September 2018 31st March 2019	Identify if opportunities exist for FRS to support in short term Sufficient funding for fte Media officer	Jules King, Amy Webb Amy Webb, Louise Brown	Completed. New CMA appointed and started wef 01/04/2019.
Fitness working group	Smoother flow of information in/out of WFS	Meetings as required	To contribute and ensure that relevant women's issues are fed into group. To feedback to NEC	Jules King	Completed. Information shared as and when available. CMA looking at how to get information on research out to women. An audience with Justin Johnston and Dr Emily Watkins on 23/6/2019
Fire Sector Federation Forum	Smoother flow of information in/out of WFS	Twice yearly	Contribute & learn from review of building regulations & fire safety Contribution and share good practice of National Framework. Feedback to NEC	Nicola Lown	

Survey membership	Smoothen flow of information in/out of WFS; improved retention rates of women; enhanced opportunities for development of women	31st December 2018	Gather feedback to inform next version of business plan.	Caroline Anderson	Delayed, commenced in April 2019. Rolled over to 2019/2020.
Establish coach & mentors	Improved retention rates of women; enhanced opportunities for development of women	31st March 2019	Bring together credible coaches/mentors for WFS members to use	Cheryl Rolph	Mentoring Programme started and drawing up list of mentors & coaches Rolled over till 2019/2020.

Governance tasks

Compliance with GDPR	31ST December 2018	Training sourced and undertaken. Scope work and ensure compliance.	Cheryl Rolph Karen Smith	Training for Admin Manager/CS and CMA completed/. Privacy policy developed and action plan completed.
MOU changes	10th June 2018 at AGM	Ensure MOU reflects operating practices.	Cheryl Rolph Amy Webb	Completed.
Name change	1st September 2018	Documentation with Company House and bank to reflect change of name	Amy Webb	Completed.



PROPOSED ITEMS FOR WFS BUSINESS 2019-2020

	Project	Link to outcomes	Time period	Outcomes	Lead
1	Women's Development Programme	Enhanced opportunities for development of women; improved retention rates of women	30/05/2020	Minimum 3 to be delivered 95% occupancy rate Minimum 3 planned for 2019. Satisfaction rates good	Regional Reps supported by Administration Manager.
2	Operation Florian/Humanitarian projects	Enhanced opportunities for development of women	30/05/2020	With small team deliver gender specific fire safety education/training to refugees as required	Vice Chair.
3	Establish coach & mentors	Improved retention rates of women; enhanced opportunities for development of women	31/05/2020	Bring together credible coaches/mentors for WFS members to use	Company Secretary.
4	Research into the running of girl's camp	Establish whether the running of one or more camps for girls is feasible, establish support from Partners; Improved retention rates of women;	31/05/2019	A sound plan which meets all corporate and financial needs in order to pave the way for 1 camp to be run during 2020.	Chair, International Rep, HR Director & Company Secretary.

5	Promote WFS at events	Improved retention rates of women; Improved recruitment rates of women; improved progression rates of women; smoother flow of information in/out of WFS	31/05/2020	Profile of WFS is raised. Increased reach through attendance at targeted events and adjusted messaging on promotional event materials. Retention of corporate members Recruitment of FRS who are not corporate members	Directors - Dany Cotton Alex Johnson, Comms and Marketing Asst.
6	Undertake an environmental impact assessment of WFS functions and merchandise	Reinforce WFS value 'Future focused'	30/04/2020	Identify sustainable promotional products, suppliers and costs. Agreement of merchandise products to be sourced or redeveloped. Improved CSR credentials at events.	Vice Chair and Comms & Marketing Asst
		GOVERNANCE	TASKS		
7	Reviews WFS structure. Reviews & amend articles and MOU for discussions /agreement at 2020 AGM.	WFS structure needs to streamlined so that Directors and NEC can operate/make decisions in a timely, but accountable manner, meeting the requirements of the Companies Act and the environment in which we work/	31/12/2019 30/04/2020	An updated structure that reflects a mature organisation, lets Directors /NEC make informed and timely decisions and which meets the needs of the WFS membership.	WFS Chair. Company Secretary & Administration Manager.

8	Review financials controls with view to delegating powers to Treasurer. Review & amend articles and MOU for discussions/agreements at 2020 AGM	WFS operates on a legal, financial and sound footing in order to support the key focus of WFS. Decisions can be made in timely and appropriate manner.	31/12/2019 30/04/2019	Appropriate financial controls which support sound, transparent, legal and appropriate financial decisions.	Treasurer & Administration Manager. Company Secretary.
9	Continue survey of membership to broaden understanding of how to improve WFS	Enhanced opportunities for development of women; improved retention rates of women; smoother flow of information in/out of WFS	30/09/2019	Understand the wishes and needs of the WFS membership in order to meet continued longevity of WFS.	Vice Chair and Comms. & Marketing Asst
10	Prepare marketing strategy to improve membership and financial base.	improved retention rates of women; enhanced opportunities for development of women	31/12/2019	Communicated and inform of wishes and needs of the WFS membership in order to meet continued longevity of WFS	Vice Chair, Treasurer and Comms & Marketing Asst
	Prepare risk register and implement priorities with lead officers.	WFS operates on a legal, financial and sound footing in order to support the key focus of WFS	30/05/2020	Development of key risks with an agreed plan of mitigating actions to ensure longevity by minimising risk	Company Secretary and named Directors/NEC members