

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

21 NOVEMBER 2016

1. INTEGRATED RISK MANAGEMENT PLAN CONSULTATION

Report of the Chief Fire Officer.

RECOMMENDED

THAT Members approve the engagement strategy for the consultation of the Integrated Risk Management Plan (IRMP) in December 2016 and the themes to be consulted on.

2. PURPOSE OF REPORT

This report is submitted to inform and seek approval for the proposed consultation of West Midlands Fire and Rescue Authority's (WMFRA) IRMP commencing in December 2016.

3. BACKGROUND

- 3.1 Under the National Fire & Rescue Framework, West Midlands Fire and Rescue Authority (WMFRA) is required to consult on our IRMP every three years, or where there is a material change to it. WMFRA is committed to enabling the wider community to understand the strength in the risk based approach to the delivery of services across the West Midlands. An online interactive tool which allows users to explore our IRMP was launched in April 2016 and demonstrates our commitment to providing open and transparent information to the communities of the West Midlands. Whilst WMFRA has consulted on elements of the IRMP on an ongoing basis, the last holistic consultation incorporating all aspects of the IRMP occurred in 2013.
- 3.2 With the national and local external environment shifting significantly during the last three years, Members will recall that the Vision and

Priorities in The Plan 2016-2019 were refreshed earlier this year in response to this.

Importantly, this change in The Plan enabled WMFRA to reflect how services had and continue to develop and adapt to deliver against WMFRA priorities, as well as wider public service priorities.

- 3.3 It is therefore an appropriate time for WMFRA to complete an effective, informative and meaningful consultation with our communities, partners and businesses across the West Midlands region.
- 3.4 Following the Fire Peer Challenge in October 2016, an area for consideration focused on how the Authority communicates its vision externally, along with how informed the public are around our priorities and the evidence basis of our Service Delivery Model (SDM). This consultation provides a timely opportunity to begin addressing this area of feedback by the peer team and act upon the findings.
- 3.5 Following the outcomes of the Scrutiny Committee review around Public Consultation in 2013/2014, the approach to consultation set out in this report has taken into consideration these outcomes and sought to address them. Three key areas are:
 - The format of the questions will ensure a more open approach, which is intended not to lead the respondent or be repetitive.
 - The Community Members membership, an outcome of the Scrutiny review, will be a key stakeholder in this consultation.
 - Authority members are actively involved in the consultation exercises
- 3.6 An online interactive tool allowing users to explore our IRMP was launched on our website (<https://www.wmfs.net/your-fire-service/your-area/>) in April 2016 and will be due for a 12 month evaluation and review in April 2017. This review will be designed to not only evaluate its use to date, but also how it can be evolved to greater reflect our vision and work which has changed since its initial conception and design.

4. **IRMP CONSULTATION APPROACH**

- 4.1 WMFRA takes a risk based approach towards its decision making around the IRMP. The consultation will provide an opportunity to present the evidence base behind our SDM to our communities and partners to determine whether our approach is supported. In addition to this, the consultation will seek to engage members of the public about emerging issues for the organisation.
- 4.2 It is proposed that WMFRA consult on three themes during the consultation. These themes are detailed in Appendix 1. For each theme, evidence will be provided to enable the respondent to make informed decisions when providing feedback.
- 4.3 It is proposed that the consultation will run from 1 December 2016 until 10 January 2017. The outcomes of this consultation will have a direct impact on the development of The Plan and therefore consideration has been given to the corporate planning timelines in developing and presenting 'The Plan' to the Fire Authority.

26 October 2016	IRMP Consultation Paper to Informal Strategic Enabling Team (SET)
7 November 2016	IRMP Consultation to Policy Planning Forum (PPF)
21 November 2016	Authority approval of consultation approach
1 December 2016	Consultation Begins
10 January 2017	Consultation Closes
16 January 2017	PPF – Present Plan / Outcomes and IRMP Consultation Outcomes
20 February 2017	Authority – Plan Sign Off

- 4.4 The IRMP consultation will engage a broad range of demographics in line with the diverse communities we serve which will include partners and businesses. Measures of success will include:
- a representative response from our diverse communities, partners and businesses ensuring a good range of views and opinions are collected.

- meaningful responses which can be used by a range of teams across WMFS when delivering their level 3 plans and for consideration by the Chief Fire Officer (CFO) and SET when reshaping the three year rolling strategy.
- the generation of both qualitative and quantitative data for analysis.

4.5 We aim to gather the greatest range of information possible from the consultation which can be used to inform our existing approaches and when seeking to influence externally. A stakeholder analysis and action plan has been included in Appendices 2 and 3.

5. **ENGAGEMENT STRATEGY**

- 5.1 When shaping our services to manage risk, we are committed to meaningful consultation and engagement with the community we serve.
- 5.2 History tells us that it is difficult to achieve results that we would hope for or expect. Our last IRMP consultation in 2013 achieved 2,291 responses across the West Midlands.
- 5.3 It is our intention to make the consultation as accessible as possible to respondents by utilising multiple platforms (social media, focus groups, partners, face-to-face etc). To make this process as seamless as possible all relevant material will be available from Corporate Communications or www.wmfs.net.
- 5.4 Engagement with members of our communities will require the support of all SET members to help embed, drive and push awareness. Authority members, in their role as ambassadors and leaders, will have a key role in ensuring their constituents and communities are made aware of the consultation. A key asset in this strategy will be the Community Members who will be mobilised to gather responses from their local area.
- 5.5 It is also intended that all employees will seek opportunities during existing events/meetings programmed during the consultation period to highlight and promote the consultation as appropriate.

6. **EQUALITY IMPACT ASSESSMENT**

In preparing this report a full Equality Impact Assessment has been undertaken and can be found in Appendix 4.

7. **LEGAL IMPLICATIONS**

The consultation proposed in this paper meets the Authority's requirements under the National Fire and Rescue Framework for England 2012.

8. **FINANCIAL IMPLICATIONS**

Costs incurred for room hire, publications etc. are estimated to be approximately £2k. Funding for this has been provided as part of the Authority's budget arrangements.

BACKGROUND PAPERS

National Fire and Rescue Framework for England 2012
Scrutiny Committee Review of Public Consultation

The contact name for this report is Mark Hamilton-Russell, telephone number 0121 380 6114.

PHIL LOACH
CHIEF FIRE OFFICER

Proposed Consultation Themes**Theme 1: Governance**

WMFS is accountable to the public via the West Midlands Fire and Rescue Authority (WMFRA) made up of 27 Elected Members of the seven Councils in the West Midlands. Headed by the Chair of the Fire Authority they set the direction for the Service in the best interests of the community. The Service is managed directly by three Brigade Managers – the Chief Fire Officer (CFO), Deputy Chief Fire Officer and Assistant Chief Fire Officer. The Service's activities are governed by the Home Office and legislative responsibilities are set out in the Fire and Rescue Services Act 2004 and the Fire and Rescue National Framework for England.

Due to the proposed introduction of legislation around closer collaboration and devolution powers to be given to the West Midlands Combined Authority (WMCA) through an elected Mayor in 2017, an opportunity exists to explore the benefits of future governance options for West Midlands Fire Service. We are currently undertaking work through the Future Governance Working Group to consider potential governance options and their impact on Trust, Transparency, Accountability and Performance.

Consultation Opportunities

The IRMP consultation provides an opportunity to consult on the views and opinions of the public around our current governance model and the potential options which will exist in future:

- Police Crime Commissioners
- Elected Mayor under West Midlands Combined Authority
- Fire – Fire Combinations
- Reformed Fire Authority

If the options presented to the public align to those being considered by the working group, then the consultation outcomes could potentially be fed into this process for consideration prior to the group presenting its findings in February 2017.

Theme 2: Flexible Funding

WMFRA is required to deliver a balanced budget. Our funding streams consist of a central government grant, council tax precept and business rates. Business rates are collected by local authorities from businesses across the West Midlands which is then paid into a central pool and given back to all local authorities as part of a formula grant. It is proposed in future that this will change and that local authorities will receive a 100% of the business rates they generate.

With ongoing budget reductions, WMFRA has had to consider how it can deliver our services more efficiently whilst maintaining effectiveness to enable us to continue our commitment to a 5-minute risk based attendance standard as well as our daily focus on prevention and protection which benefit the communities and businesses across the West Midlands.

We are already providing commissioned services on behalf of other agencies through activities such as telecare (falls response) and hospital discharge which recycles public money. This is currently managed by our business development team.

Consultation Opportunities

Should the Fire Service consider looking for funding streams through public and private sector sources outside of core government and council tax funding which will assist us in supporting our service delivery model and 5 minute risk based attendance standard.

WMFRA is currently part of business rates retention which sees us receive a percentage of funding. Would our communities be willing for WMFRA to increase the amount of funding we receive through business rate retention schemes even if it meant us competing with other public services for it?

Theme 3: Service Delivery

The way we deliver our service is shaped by our understanding of the risk analysis which informs us of the optimum locations for our resources to deliver a range of prevention, protection and response activities to reduce the risk to our communities. The Community Safety Strategy provides the evidence base for our service delivery model and, through academic research, evidences the need for a 5 minute risk-based response time to the most serious emergencies we attend.

We deliver a range of services through an integrated approach where our prevention, protection and response activities work to reduce the risk and make the West Midlands safer, stronger and healthier. Our three year rolling plan sets out our priorities which reflect the areas of work we undertake which were refreshed, along with our vision and priorities earlier this year.

Consultation Opportunities

Do our communities support our evidence based approach and the way we manage risk through our service delivery model built around the need to get to incidents that pose the greatest risk to life and property in a 5 minute risk based attendance standard?

How understood is our vision and do members of the public feel that our priorities contribute to making our communities Safer, Stronger and Healthier?

Do our public feel that we should be doing anything more to achieve our vision of Making the West Midlands Safer, Stronger and Healthier?

Consultation Engagement Plan

What do we want to achieve	How could we do this	Who could take responsibility for delivery
To improve the quantity of responses from the last consultation of the people we engage with	Activate our community members to contribute	Corporate communications
	Utilise a wider stakeholder analysis	Local fire stations
	Each employee to personally deliver 5 responses to the consultation	Individuals
Collect both qualitative and quantitative responses to enable a broader consultation	Using an online survey / data collection tool	Corporate Communications
	Undertaking focus groups from partners	Local command areas
	Undertaking focus groups from the public	Local watches
	Undertaking focus groups with politicians/Partner CEO's	SET members/Ops Commanders
		Community Safety team
		Use 3rd sector?
Improve the diversity of responses	Engage with Community members (and their networks) through local fire station accounts	Local fire stations
	Engage with youth through Youth Emergency Services YES	Ops Commanders through Health and Wellbeing relationships
	Could we consider or commission health watch to collect data?	

Promote responses through social media	Activate link from all social media avenues to provide a quantitative return of 10% of our follower base Create a hash tag - 1 click strategy	Corporate Communications Local accounts Individual accounts
Utilise all employees effectively	Clear, timely & imaginative internal communications plan inc. management briefing 10 Nov	All
Design engagement sessions that link to health objectives	Work in partnership with health colleagues for multi purpose events	Local stations Community Safety team Ops commanders

Appendix 3**Stakeholder Analysis**

STAKEHOLDER NAME	CONTACT PERSON(s)	Qualitative	Quantitative	ENGAGEMENT (how best to)
Internal				
SET	All			Informal SET paper, PPF, Conversations
Employees	All			CFO updates, Management Briefing, Middle Managers Webex, presentations, SET visits,
Government/Local Government				
Local Authorities/ MP's	Individual MP's	x	x	Strategic Hub. Letter directing to website
Fire Authority	Individual Members	x		Chair/Strategic Hub. PPF/Email
Home Office	Dan Greaves	x		Strategic Hub. Conversation/email directing to website
Shadow Home Sec/ Fire Minister	Lynn Brown Andy Burnham	x		Strategic Hub. Letter directing to website
Fire Minister	Brandon Lewis	x		CFO/Strategic Hub. Letter directing to website
CFRA	Peter Holland	x		CFO/Strategic Hub. Letter directing to website
LGA		x	x	Strategic Hub
Rep Bodies				
FBU/Unison/FOA	Local reps	x		Informal SET
CFOA/AMFRA				
CFOA Board		x	x	Strategic Hub. CFO meetings/Email/conversations
CFOA Members?	ALL, would include Scotland too?		x	Strategic Hub. CFOA community channels
AMFRA		x	x	Strategic Hub
Local Partners				

WMCA	PSR Board Local leaders/ Chief Execs	x	x	CFO / SET Operations Commanders Station Commanders Agenda item – tell our story again
PCC		x		Chair CFO SET
Fire Service College			x	
WMAS			x	CFO/FA members
Health Sector				
Health & Wellbeing Boards		x	x	Ops Commanders – meetings – media – wide distribution list Agenda item – tell our story again
Local Public Health departments		x	x	Ops/station commanders – regular meetings
PHE		x	x	SET/CS – promote on our behalf
CCG staff	Dr Surgery's Care nurse setc		x	Local teams through community events and undertaking an local assets assessment
Communities				
Representative Groups	Authority Members, Community Members		x	Chair, Corp. Comms. Community Members/Station based personnel/website/Social media
Youth	Estella Edwards		x	YES
BME	Community Members	x	x	
Businesses				
Partners, SME	Chamber of Commerce, Business representatives,		x	Fire Safety. Targeted approach through current channels, Business Education Safety Team (BEST)
	LEP's		x	Strategic Hub

FULL EQUALITY IMPACT ASSESSMENT

Name of policy/activity/project

IRMP Consultation

Is this a new or an existing policy/activity/project?

This is an activity that occurs at least every three years.

Scope/timescales for project or activity (including review date)

The consultation activity from an external perspective is due to be launched on 1st December 2016 and will close on 10th January 2017. The outcomes of the consultation activity will inform the Service's Corporate Strategy – The Plan 2017. Internal preparation has already commenced.

Department/Directorate

Strategic Hub and Corporate Communications

Policy/project lead

Mark Hamilton-Russell and Karen Gowreesunker

Author of EIA

Justine Eustace

STAGE 1 – AIMS

What are the aims of the activity or policy?

The consultation will provide an opportunity to present the evidence basis behind our Service Delivery Model to the public and partners and through questioning determine whether our approach is supported and understood by our communities and partners.

The domestic and business communities across the West Midlands will benefit.

It is our intention that this consultation will engage a broad range of demographics in line with the diverse communities we serve which will include partners and businesses.

What are your outcomes (what is it that you hope to achieve)?

A representative response from our diverse communities, partners and businesses ensuring a good range of views and opinions are collected.

Meaningful responses which can be used by a range of teams across WMFS when delivering their Level 3 plans and for consideration by the Chief Fire Officer (CFO) and SET when re-shaping the 3 year rolling strategy.

The generation of both qualitative and quantitative data for analysis and to inform future consultation exercises.

How does this project or policy align with 'The Plan'

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STAGE 2 – DATA COLLECTION

For each of the protected characteristics listed below, provide data to evidence that you have researched the possible impact of your policy on WMFS staff and/or the community. (Please refer to guidance notes on sources of data). Your data collection must be **robust**. Further help and advice from the Equality and Diversity team is available:-

Ethnicity (including race, national or ethnic identity)

Our last IRMP consultation in 2013 achieved 2,291 responses across the West Midlands.

Following on from the 2013 consultation, analysis is not available through ethnicity, gender, disability or religion and belief, but we will ensure it is included in the survey for this consultation.

Gender (including transgender)

As above.

Disability

As above.

Religion and Belief

As above.

Age

As above.

Sexual Orientation

As above.

Maternity/Paternity

N/A

STAGE 3 – ASSESS AND ANALYSE IMPACT

Having gathered sufficient data you now need to analyse any potential or real impact.

Who benefits?

The communities of the West Midlands will benefit by assisting in shaping our services.

Who doesn't benefit and why not?

N/A

What consultation have you carried out or plan to carry out? (Attach evidence)

N/A

Is there any evidence of higher or lower participation by different groups?
(If this is a new function how are you going to gather data on this and when do you plan to review it?)

Following on from previous consultations, analysis is not available.

If there is a greater impact on one group, is that appropriate and consistent with the policy's objectives?

N/A

Could any part of the activity discriminate unlawfully?

No.

Does the policy/activity meet the communities varied needs?
(If yes, detail how.)

Briefing pack for internal staff to ensure consistent messaging

Community magazine/newspaper adverts

Leaflets/paper based survey for doctor surgeries, libraries etc

Web based survey with video, infographics and further information if wanted –
The plan etc.

Face to face communication to aid completion of survey using key members of
staff who can translate languages

Community member focus groups

Authority members to engage with their constituents to encourage participation
with consultation.

Authority members to also organise focus groups within their local constituency

Social media promoting links to survey

Does the policy/activity support WMFS in fulfilling its general or specific duties
under the Equality Act 2010? (Advance,
Eliminate, Foster)

N/A

STAGE 4 – ADDRESS ISSUES/REDUCE ADVERSE IMPACTS

Please attach **action plan** of how you are going to reduce, where possible, any adverse impact.

Your action plan should include specific and practical solutions with key dates and where there are gaps in your data, how and when you are planning to plug the gaps?

STAGE 5 – FINDINGS, COMMUNICATION REVIEW AND MONITORING

You should now be ready to make an **informed** judgement about the impact of your policy/activity. Please select and complete the **single** most appropriate section below:-

No major change needed

How does your analysis support this conclusion?

What are your monitoring/review arrangements?

Adjust the policy/activity

What is your evidence for the need to adjust the policy/activity?

Need data to do this but look for trends by end of January 2017. We will use this to inform any future consultation.

How are you planning to adjust the policy to reduce potential impact?

What are your timescales on this?

What are your monitoring/review arrangements?

Continue the policy/activity (despite potential or actual adverse impact)

What are your justifications for continuing policy/activity despite potential or actual adverse impacts?

What are your monitoring/review arrangements?

Stop and remove the policy/activity

What is your justification for this? What potentially unlawful discrimination has your analysis indicated?

What is your next step? Is the policy/activity still needed? If still needed what is going to replace it and when?

Equality and Diversity feedback