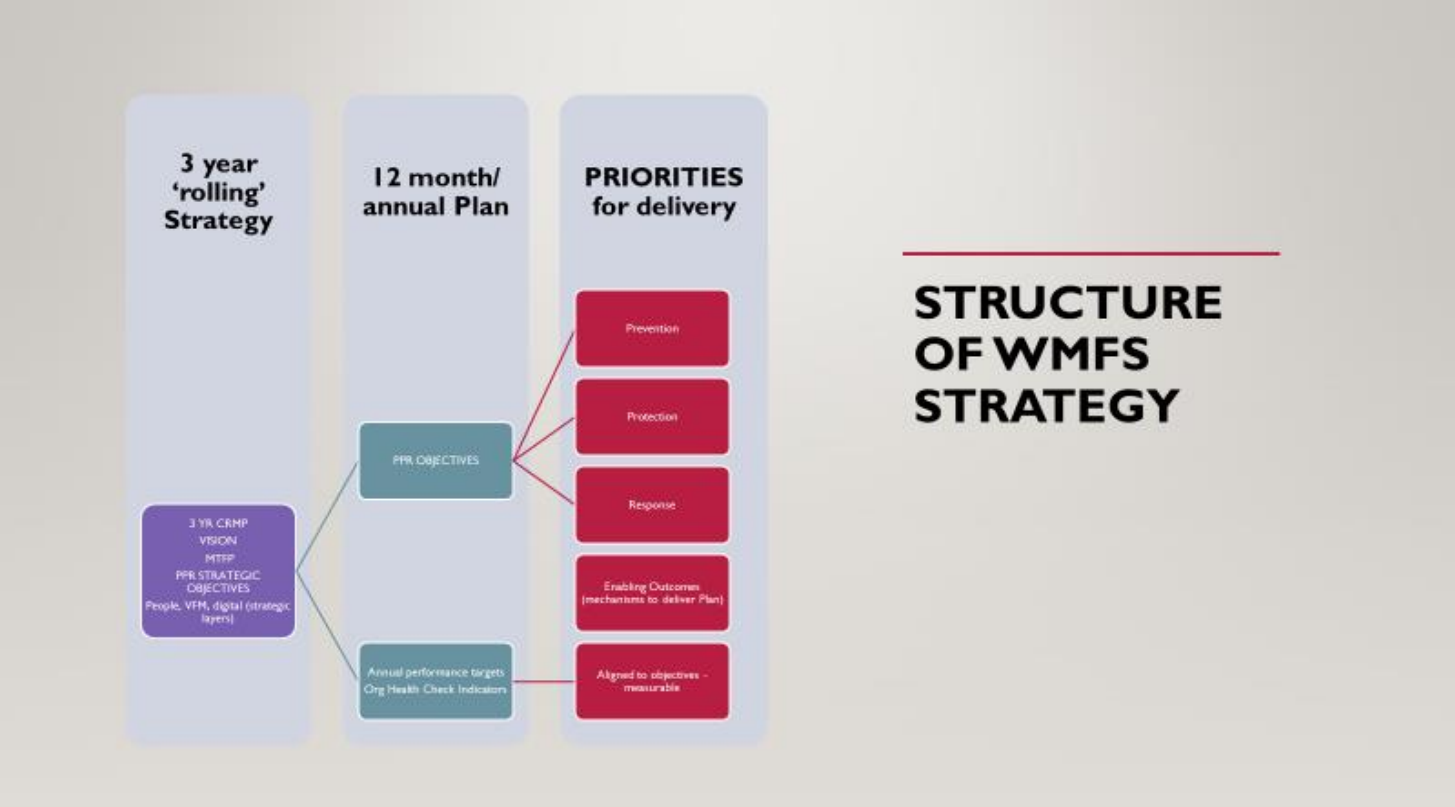


# APPENDIX 1



## THE ENABLING OUTCOMES

### COLLABORATIVE RELATIONSHIPS



Relationships between our staff, Fire Authority and Representative Bodies are collaborative and valued, building trust and demonstrating a clear understanding and acceptance of each other's roles and responsibilities.

### DATA DRIVEN DECISION MAKING



Intelligence led and evidenced based IRMP that is delivered through a digitally enabled workforce in collaboration with Partner's identifying and anticipating foreseeable and future risks.

### DIGITAL BY DESIGN



Delivering intelligent services to our communities through our digitally empowered workforce that are committed to the local and wider benefits set out in the Local Digital Declaration.

### FLEXIBLE & RESILIENT LEADERSHIP DEVELOPMENT



All leaders achieve high levels of performance and progress in the delivery of services to the community through proactive, positive engagement with our strategy.

### HEALTH AND WELLBEING OF OUR WORKFORCE



Staff are self aware and proactively manage their physical and mental health, to be fit and able to deliver services to the community.

### OPEN ENGAGEMENT AND COMMUNICATION



Increase contribution and delivery of strategic outcomes through confirmed staff understanding of our Vision and purpose through clarity, ownership and engagement

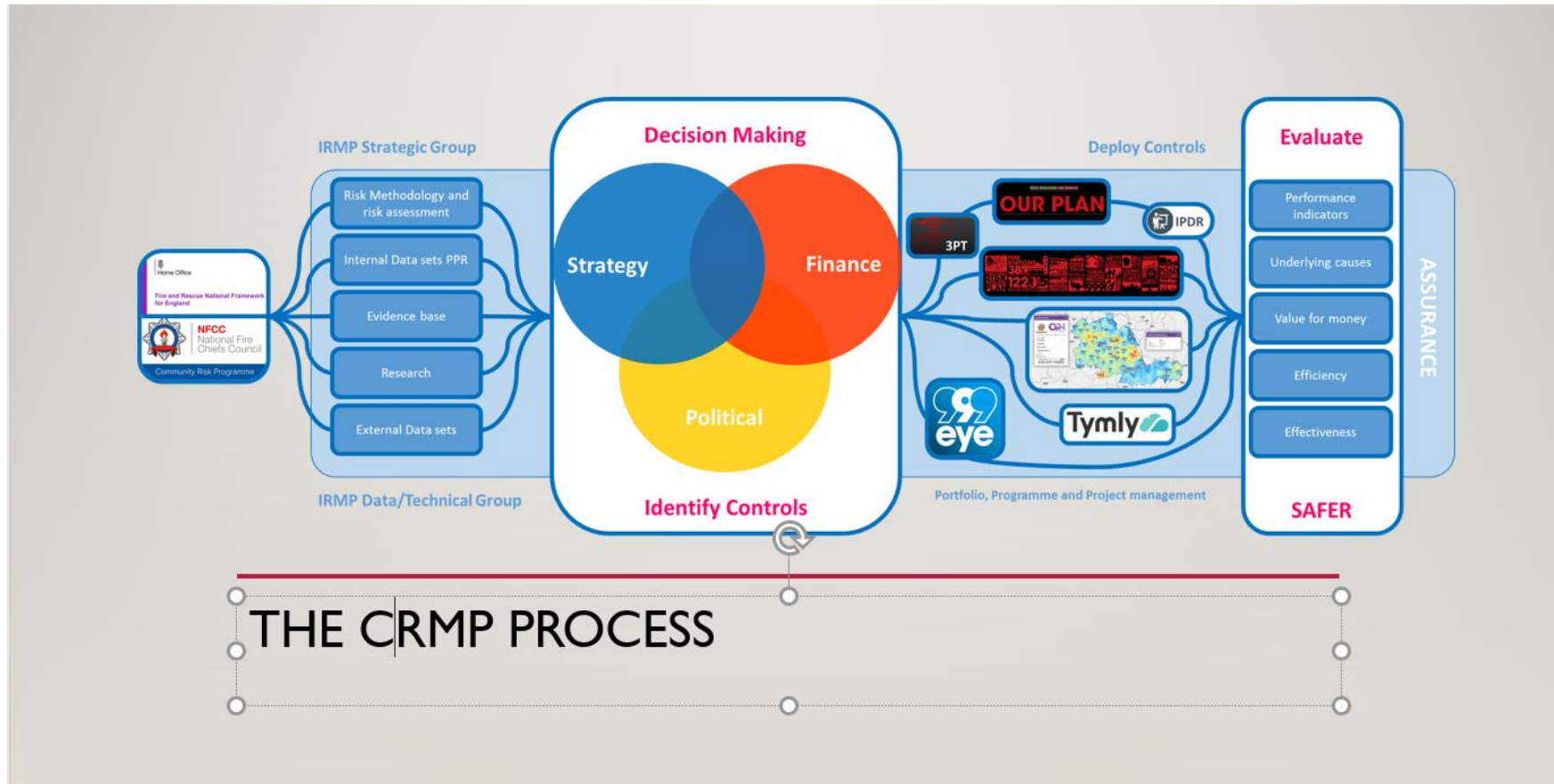


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# APPENDIX 3





## APPENDIX 4

<b>Hazardous Scenario</b>
<b>Domestic dwelling fire</b>
<b>Road traffic collision</b>
<b>Residential building fire</b>
<b>Fires in tall buildings</b>
<b>Commercial building fire</b>
<b>Industrial building fire</b>
<b>Fires at a waste site</b>
<b>Fires in building under construction or demolition</b>
<b>Rescue of trapped person</b>
<b>Rescue from collapsed structure</b>
<b>Road vehicle fire</b>
<b>Fire at an electrical installation</b>
<b>Agricultural building fire</b>
<b>Marauding terrorist attack</b>
<b>Rescue from water</b>
<b>Flooding</b>
<b>Rescue from depth</b>
<b>Rescue from height</b>
<b>Wildfire</b>
<b>Release (Leak, spillage or discharge) of hazardous materials</b>
<b>Explosion</b>
<b>Environmental protection incidents</b>
<b>Railway or tram rescue</b>
<b>Railway or tram fire</b>
<b>Aircraft rescue</b>
<b>Aircraft fire</b>
<b>Rescue involving animals</b>
<b>Fire on a boat or vessel</b>

## APPENDIX 5

### WEST MIDLANDS FIRE AND RESCUE AUTHORITY COMMUNITY RISK MANAGEMENT PLAN CONSULTATION OUTCOMES

In support of the organisation's commitment to open and transparent engagement, coupled with the fast-moving external landscape and our legal requirement to consult upon our Community Risk Management Plan (CRMP) every three years, the West Midlands Fire and Rescue Authority engaged in a 10-week consultation exercise from 7 October to 16 December 2020.

The purpose of this consultation was to engage with local communities, our staff, partners and businesses to understand their views and opinions about how the Authority currently provides its services, as well as how this could continue within The Authority's three-year (rolling) planning period, 2021-2024. Questions were asked about five key areas:

- Response: Management of resources
- Prevention: Digital Approaches
- Prevention: Causes of the Causes
- Protection: Approach to Automatic Fire Alarms
- Funding

#### 1. **CRMP IMPLICATIONS**

##### 1.1 Response numbers

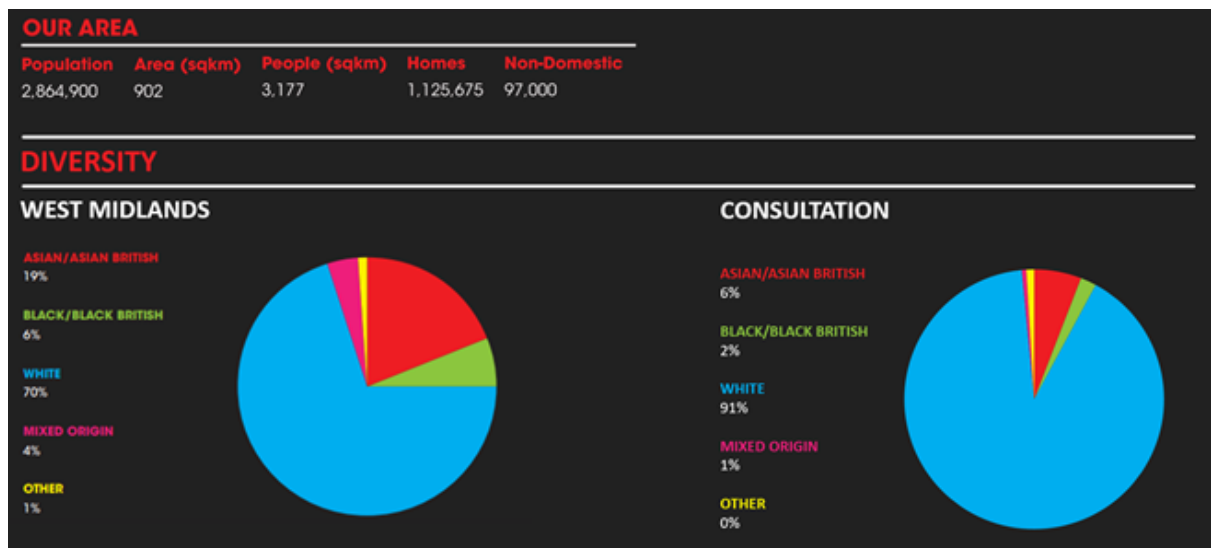
The consultation process collected 10,903 responses of both a quantitative and qualitative nature, which amounts to over 5,135 more responses than our previous consultation exercise in 2016 and around 9,000 more than in 2013.

Whilst it is not possible to summarise the success of a consultation purely by the number of responses, the consultation undertaken by WMFS shows a significantly larger level of engagement with local communities and people than its previous consultations and compares well with other recent fire and rescue service public consultations (though it's important to point out that different services may have used different tactics and had different overall consultation outcomes, compared to WMFS).

## 1.2 Respondent Profile

The area served by WMFS is diverse in nature. The consultation welcomed responses from all parts of our communities and using the WM Now platform, the Service was able to specifically target certain BAME groups. Despite this, the consultation was under-represented by 13% of Asian/ Asian British-identifying respondents, 4% under-represented of Black/ Black British-identifying respondents and 4% under-represented of Mixed Origin/ other origin-identifying respondents. The consultation was over-represented of white-identifying respondents by 21%. This gives a clear focus for future consultation work. The Corporate Communications Team has already identified several areas of improvement for future consultation work. These include:

- Being clearer on the availability of the 'different languages' option on the online platform
- Making clear the availability of other versions of the consultation documents (I.e. Easy Read, hard copy and different language versions etc)



## 1.3 Headline Results

Overall, responses to our consultation themes showed a significant majority of respondents overwhelmingly agreeing or strongly agreeing with our proposals with the most divisive question being Question 3. This asked whether or not we should be tackling the wider social issues that contribute to an individual's vulnerability to fire and other risk, however still 75% of responses still either agreed or strongly agreed.

## 1.4 Questions and Responses

See [Appendix 1](#) for consultation questions with accompanying background text. To view examples of comments received through the free text entry field, see [Appendix 2](#).

**Note:** The West Midlands Combined Authority and the Mayor's Office submitted a combined response but they, along with the FBU decided to submit their responses via

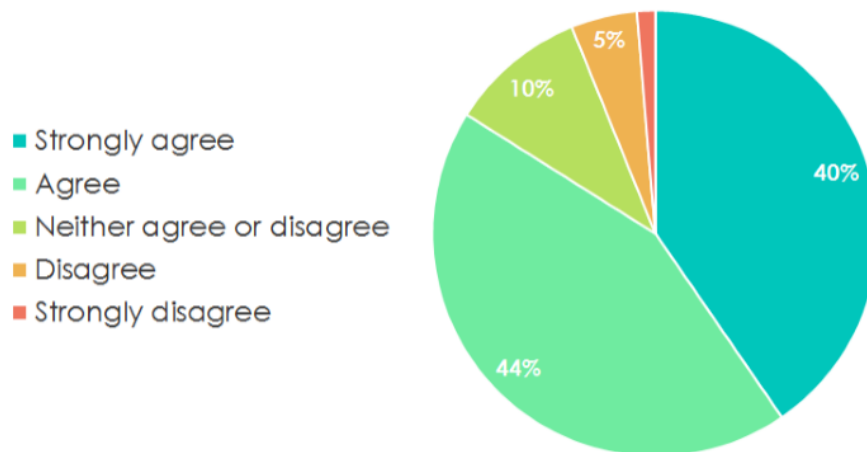




- 93% Of respondents agree/Strongly agree that we should continue adopt flexible approaches to managing our resources.
- Flexible approaches was the stand out theme within this free text field. Many responses cited the need to be flexible adapt the changing demands on the service whilst embracing new technologies.
- Within the background to this question we made reference to the government funding cuts we have experienced over the past 10 year. This became a key theme within the free text field to this question, with the majority citing whilst they agree with our approach, they felt that we shouldn't be put in this position by government and that funding cuts should be addressed.
- Although not reflected in the word could above, BRVs were a key theme amongst Current or former employees, with a number of respondent taking he opportunity to question the suitability of the vehicle and the safety of 3 people riding an appliance.

### 1.4.2 Question 2: Prevention – Digital Approaches

To what extent do you agree with the use of technology and digital solutions to complement our face-to-face engagement and delivery of our Safe and Wells?



- Strongly Agree: 4056
- Agree: 4374
- Neither agree or disagree: 1004
- Disagree: 486
- Strongly Disagree: 135

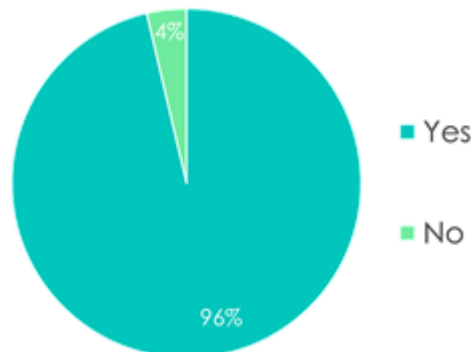






### 1.4.5 Question 5: Funding

It is difficult to predict exactly what will be required but planning for various scenarios will enable us to consider the widest range of options, in delivering the highest quality services to our Communities, within a balanced budget.



We would like to hear your views on these options once developed and will look to gather these before we make any decisions.

Do you support us in planning for this now?

- Yes: 8932
- No: 340

#### Key Themes:



- The overwhelming majority agree with this approach and this was reflected in the free text field with many again taking the opportunity within the free text field to express their frustrations here in relation a lack of government funding.

#### 1.4.6 Final Comments Free Text Field:



At the end of the consultation we gave participants the opportunity to add any final comments before submitting. Although the majority of the comments were positive, thanking us for the work we are doing, this did generate some interesting responses.

Highlighted in this word cloud are themes such as sexual orientation, religion and protected characteristics. Looking into this further, although not mandatory, a significant number of respondents felt that the 'about you' section was too intrusive and not relevant to the rest of the consultation. This has highlighted some learning for future consultation processes and the need to be more explicit as to why we capture this information, which is related to monitoring purposes to ensure we are receiving a diverse range of responses, reflective of the communities we serve.

## 1.5 Methodology

### 1.5.1 Face-to-face interactions

Due to social interaction restrictions placed upon communities and individuals because of the Covid-19 pandemic, it was not possible to undertake public engagement activities using our traditional methods. In previous public consultations WMFS has seen a high proportion of respondents as a result of face-to-face engagement between firefighters and other employees and members of public. During this consultation, this was not possible, and only approximately 5% of responses were as a direct result of WMFS employee engagement.



### 1.5.2 Online access

The consultation document and supporting information was accessible from the West Midlands Fire Service website ([www.wmfs.net](http://www.wmfs.net)) and hosted on the WM Now platform. This allowed respondents to answer the questionnaire with or without registering for further engagement updates from the Service.

WMNow is a free community messaging system developed by VISAV Limited for West Midlands Police that delivers up-to-date information and alerts from the police force as well as other public-sector partners direct to subscribers' inboxes. This service is free for all residents in the West Midlands area, and the system currently has approximately 80k active subscribers.

This direct communication with local people and businesses was successful and accounts for approximately 88% of all responses. WMFS was also able to send out an additional alerts to specific demographic groups later in the consultation period to target under-represented BAME groups and encourage their participation in the consultation.

### 1.5.3 Social media promotion and 'calls to action'

Other online social platforms played an important part in promoting the consultation and signposting people to the consultation documents and questions. Specifically, the consultation made use of Twitter, Facebook and LinkedIn.

A total of 53 organic posts across the three platforms were posted, additionally six paid-for posts were issued across Facebook and Twitter. This resulted in a total of 189 additional messages from partners and an individual mentioning, talking about or sharing our consultation.

The organic posts were split to highlight specific aspects of the consultation; this is as follows:

- Response Related – 11
- Prevention Related – 13
- Protection Related – 11
- Finance Related – 6
- Generic Posts – 12

The social-digital engagement of the consultation was successful, demonstrated by these metrics on the close of the consultation:

Total number of social posts	59 posts
Total number of people 'reached' through social posts	361,950
Total number of 'engagements' with the posts (likes, shares, 'hearts')	13,304
Total number of clicks (through to the consultation from social post)	1,804

Consultation responses as a result of social media accounted for around 5% of all responses, broken down as:

Facebook	494 responses
LinkedIn	26 responses
Twitter	184 responses

#### **1.5.4 Internal communications and employee engagement**

All employees of West Midlands Fire Service were encouraged to take part in the consultation process as well as raise its awareness.

Four specific internal news items were posted to the Service's intranet homepage (Mesh Hub) and the consultation was also included in two Chief Fire Officer updates. In total these six news items were viewed 2,164 times. In addition, there were four posts to the Service's discussion platform, Yammer, which received 1,140 views.

Employees were also encouraged to engage via three organisation-wide emails and through discussion on the MS Teams Middle Manager channel.

- In total, 3.9% (345 people) of respondents identified as either currently or previous WMFS employees.
- 1.6% (145 people) of respondents indicated they had heard of the consultation through engagement with a Fire Station
- 3% (275 people) indicated they had heard of the consultation through engagement with a WMFS Department.

#### **1.5.5 Partner engagement**

West Midlands Fire Service communicated directly with a range of partners and stakeholders, allowing them to consider and respond to the public consultation. These include:

- Birmingham Chambers of Commerce
- Local Resilience Forum (LRF) Communication partners
- West Midlands Fire and Rescue Authorities
- National Association of Retired Firefighters
- NHS Clinical Commissioning Groups and NHS Trusts
- Clinically vulnerable members of our communities through Safe and Wells
- West Midlands businesses
- Local MPs & Fire Minister
- Local Authorities
- Representative Bodies
- West Midlands Combined Authorities
- Blue light partners
- Health and Wellbeing Boards
- Public Health England



In total we received 104 responses from Elected representatives (36) and Partner Organisations (68).