

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

20 FEBRUARY 2017

1. THE PLAN 2017-2020

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Authority approve the amendments to the Outcomes in The Plan for 2017–2020 as set out in Appendix 1.

2. PURPOSE OF REPORT

This report sets out the revised Outcomes, which support the Vision statement and Priorities of The Plan for 2017-2020, which derive from our Integrated Risk Management Plan (IRMP). They are designed to enable West Midlands Fire Service to be sufficiently responsive to react to the increasingly changing environment of the public sector.

3. BACKGROUND

- 3.1 In accordance with its planning framework, the Service has reviewed its rolling three-year corporate strategy – The Plan. As part of this approach the Service has reviewed its Vision Statement, Annual Priorities and Outcomes which are enablers to achieving our vision of Making West Midlands Safer, Stronger and Healthier. Our Community Safety Strategy sets out in detail the risk based analysis that has informed the recommendation above. Following a review of the risk analysis, there has not been any significant change to risk in the West Midlands and as such our priorities and outcomes remain appropriate to achieve our vision, as does the Service Delivery Model that is currently in place.
- 3.2 The Vision statement and the Priorities continue to appropriately reflect our ongoing ambition to support wider improved outcomes in other areas, in particular health and well-being, in addition to providing clarity to employees, partners and the community alike, as to the core services that we deliver to our communities. As part of the review of The Plan, the Outcomes have been refreshed and elaborated upon, reflecting the continued evolution of the Priorities. These are shown in Appendix 1.

- 3.3 The Vision statement remains “*Making the West Midlands Safer, Stronger and Healthier*”, which reflects how our prevention and protection agenda has and is continuing to widen through the services we provide and the influence we have, as part of our approach to an integrated Service Delivery Model. It also continues to provide clarity in our ambition to align to the devolved combined authority; and to continue to support through effective partnerships and our commissioning model, wider and improved health and well-being outcomes for our community.
- 3.4 The Service remains committed to its Priority statements that focus on our core services and their delivery through the Service Delivery Model - Prevention, Protection and Response, along with its commitment to ‘Effective delivery through collaboration’, (the section introduced in the 2016 refresh of The Plan), which includes outcome statements on value for money, people, and ICT.
- 3.5 The Outcome statements aligned to these priorities have been refreshed and refined to ensure they are reflective of the direction of the Service over the rolling three years. They provide clarity in what the Service is seeking to achieve, with an increased focus on the collaborative delivery of services, maximising outcomes for our communities and in particular, vulnerability.
- 3.6 The recommendation in this report have considered the following factors:
- Risk analysis
 - The budget 2017-18
 - The outcomes of the IRMP consultation
 - The external environment (political and financial)
- 3.6.1 Risk analysis provides the evidence base and informs the Service as to what its priorities and outcomes should be and whether any changes are required to these or our Service Delivery Model to enable the optimum achievement of improved outcomes for our community.

- 3.6.2 In determining its priorities and outcomes the Service has considered and understands the challenges presented by and the scale of continued central Government grant reductions for the next three years. In December 2016 the Service received its provisional finance settlement for the next three years. Broadly this indicated that central funding will be reduced by £10M between 2016/17 and 2019/20. The Authority's proposed budget of £94.8 million for 2017-18 will support the delivery of the vision, priorities, and outcomes set out in The Plan.
- 3.6.3 The Service carried out a public consultation on its IRMP during the period 1 December 2016 to 10 January 2017. The responses to the consultation strongly support the Services approach to Prevention, Protection and Response and in particular the maintenance of the five minute attendance standard for incidents posing a high risk to life or property. This has been integral in the development and refresh of The Plan 2017-2020 and the review of the Priorities and Outcomes. Further information on the public consultation, including the outcomes, is available within the report 'Public Consultation (IRMP) Outcomes', submitted to the Authority on 20 February.
- 3.6.4 The ever evolving external financial and political environment has been considered as part of the review of The Plan, reflecting the potentially significant changes locally and nationally. These include greater emphasis on collaboration, the introduction of the Fire Reform programme, the Policing and Crime Act, and the transfer of national fire policy to the Home Office, devolution and the establishment and continued evolution of the West Midlands Combined Authority, and potential changes to the governance arrangements of the Service.
- 3.6.5 Subject to Member approval of the recommendation, Officers are currently considering the corporate performance indicators that will be put in place to enable the effective management and performance monitoring of The Plan. The Chair of the Scrutiny Committee will meet with Officers to discuss corporate performance indicators in February 2017. A report on the proposed indicators will be presented to Executive Committee at its meeting on 27 March 2017. It is intended that The Plan 2017-2020 will go

live on 1 April 2017.

3.6.6 The Plan is a rolling three-year document. It is supported by a robust performance reporting framework that provides the intelligence for change as and when it is required. The Plan is responsive to change as and when it is required. Members should be assured that should any change to The Plan be required, the Service has the intelligence systems and performance reporting framework to respond accordingly.

3.7 With regard to the Service Delivery Model infographic, it should be noted that the figure of 1168 firefighters has been revised to 1220. This change is to reflect the inclusion of the 52 Technical Rescue staff within the figure, which have been previously illustrated separately. This does not represent an increase in the establishment or a change to the Service Delivery Model, which reflects the Service's continued commitment to the provision of a local, regional, national and international response to emergency situations through its integrated specialist teams.

3.8 The revised Service Delivery Model info-graphic is attached in Appendix 2.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is required and has been carried out. The initial Equality Impact Assessment did not raise issues which required a full Equality Impact Assessment to be completed.

5. **LEGAL IMPLICATIONS**

The Fire and Rescue Framework requires the production of an Integrated Risk Management Plan (IRMP). The Authority's IRMP is known as the Community Safety Strategy. The Framework is given statutory power by reference to it in the Fire and Rescue Services Act 2004.

6. **FINANCIAL IMPLICATIONS**

There are no direct implications arising from this report. The Authority's approved budget for 2017-18 will support the delivery of the priorities, strategic objectives and outcomes.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications as an outcome of the proposals in this report.

BACKGROUND PAPERS

PPF presentation 06 February 2017 – The Plan Priorities & Outcomes
PPF presentation 17 November 2016 & 16 January 2017 - IRMP public consultation

Public Consultation (IRMP) Outcomes, 20 February 2017

Authority report, The Plan 2016-2019, Agenda item No. 7, 15 February 2016

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CLERK

MAKING THE WEST MIDLANDS SAFER, STRONGER AND HEALTHIER

Prevention Priority

Safer and Healthier Communities

- The number of people killed or seriously injured by fire-related incidents will reduce as we focus, with our partners, on the risks faced by the most vulnerable people in our communities
- Arson-related incidents will fall, supporting safer and stronger communities, as a result of our collaborative partnership working
- Fewer people will be killed or seriously injured on West Midlands roads, as we work with a range of organisations to develop and deliver interventions
- The safety, health and wellbeing of the most vulnerable people in our communities, many with multiple complex needs, will improve through our interventions delivered as part of an integrated care system

Protection Priority

Stronger Business Communities

- Business communities will become safer from fire through our work with a range of our people, including fire safety specialists where appropriate
- We will strengthen economic growth by providing clear advice and flexible support alongside other regulators
- We will ensure a targeted and consistent approach to ensure we engage with the most vulnerable businesses and members of our business communities

- We will reduce the impact of Automatic Fire Alarms, to minimise unnecessary disruption and costs to business and other organisations

Response Priority

Dealing Effectively with Emergencies

- High-risk emergencies will be attended, on average, within 5 minutes to save life, protect homes and businesses, and to keep our transport networks moving
- Risk to life and property will be reduced through our operational excellence and delivery of assertive, safe and effective emergency response, supporting our communities and economic growth
- At all emergencies we attend we will demonstrate our ability to lead and co-ordinate rescue operations, whilst working closely with other agencies to deliver a co-ordinated and effective response
- We will continue to provide a local, regional, national and international response to large-scale emergencies and humanitarian situations through our integrated specialist teams

Effective Delivery through Collaboration

Value for Money Outcomes

- Government funding reductions will be met and our Service Delivery Model will be maintained
- Alternative and innovative funding opportunities will be identified and adopted through sponsorship, commissioning, social value and commercial activities, supporting the effective delivery of cross-sector services and results for our communities
- Assets will be used as effectively and efficiently as possible

People Outcomes

- The provision and support of leadership and personal accountability at all levels will enable individuals and teams to deliver services with adaptability, authenticity and cohesion
- An environment of wellbeing will be developed and maintained by supporting our workforce's resilience so that they can respond positively to opportunities for change
- Diversity, Inclusion, Cohesion and Equality (DICE) will be achieved for the most vulnerable people in our communities by addressing social and health inequalities
- Through an approach known as 'positive action' we will attract; and recruit and support progression for individuals with protected characteristics.

ICT Outcomes

- Emergency 999 systems will support the mobilisation and rapid response of our resources whenever and wherever needed
- Accurate, useful and timely information will be provided to our communities and our mobile workforce
- The secure and reliable sharing of data with our partners will enable the cost-effective and joined-up delivery of services to the most vulnerable people in our communities
- Technology and innovation will enable us to improve outcomes for our communities and to deliver assertive, safe and effective firefighting through collaboration with individuals, teams and partners. Using existing resources more effectively will mean added value for our communities

Revised Service Delivery Model info-graphic

