

A dramatic photograph of firefighters silhouetted against a massive, intense fire at night. The fire is a large, bright orange and yellow inferno with thick black smoke billowing into the sky. The firefighters are positioned in the foreground, their dark figures contrasting sharply with the bright light of the fire. Two fire hoses are visible, extending from the right side towards the fire.

West Midlands Fire and Rescue Authority

Statement of Assurance

2017 - 2018

Published April 2019

WEST MIDLANDS FIRE SERVICE

Making the West Midlands Safer, Stronger and Healthier

www.wmfs.net

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Our Integrated Risk Management plan (IRMP) provides the evidence base from which we target and drive down risk in local communities. Whilst this spans across all of our priorities, at the heart of our service delivery model is the commitment we have made to a 5 minute risk based attendance standard, for incidents which pose the greatest threat to life and property. This standard is grounded in academic research and evidence from a wide range of sectors including health, fire and academic institutes, which recognises the quicker we are able to get to an incident the greater chance there is of survivability.

Through this commitment our staff make a very real and positive difference providing excellent services in helping people live safer, healthier lives and supporting the prosperity of the West Midlands economy.

There has been a government funding reduction of 6.8% or £5 million for the 2017/18 budget, however we continue to engage in partnership and collaborative opportunities to explore new and transformational ways to enhance the delivery of our services, as well as target areas of work to reduce vulnerability as identified through our strategy. This includes transforming our use of technology and digital approaches to enhance services provided to communities through implementing solutions such as 999 eye which enables an incident to be live streamed to fire control on receipt of call, a 3PT project management approach which seeks to create more efficient and effective delivery of priorities and the development of Tymly to support a more effective approach to the delivery of prevention initiatives.

Our commitment to excellence and collaboration relies on working closely with a wide range of other blue light services, agencies and organisations, including councils and the West Midlands Combined Authority (WMCA). This enables us to work more efficiently and effectively with the aim of achieving joint outcomes to better the lives of individual's in some of our highest risk communities.

Our resources are configured to ensure that staff are positively reducing risk and vulnerability where it is needed most and when needed, responding assertively, effectively and safely.



Councillor John

Edwards

Chair, West Midlands
Fire & Rescue Authority



Phil Loach

Chief Fire Officer
West Midlands Fire Service

We adopt a flexible, risk based approach to appliance availability managing resources dynamically using a set of principles to ensure financial targets are met. This is supported by a blended fleet enabling us to match resources and response to the risk that an incident presents and managed effectively by our Fire Control through the use of the Dynamic Cover Tool.

The activities undertaken by our firefighters are wide ranging and our approach to the delivery of integrated services means the people who attend emergency incidents are also the same people who deliver our 31,576 Safe and Well checks over the last twelve months, or participate in reducing the risk to businesses through the delivering of legislative protection. In addition, a number of our firefighters undertake specialist roles supporting both local service delivery as well as regional, national and international support.

Delivering an excellent service to our communities requires a highly trained workforce which is not only competent and able to deliver what is expected of it, but strives for excellence in everything it does. Central to this success is our aim to ensure the diversity of our workforce, encouraging greater representation of female and BAME (Black, Asian, Minority, Ethnic) members of staff across our workforce. Our approach to positive action intervention through the recruitment and selection of firefighters from these under represented groups is proving to be successful.

Whilst the next 12 months will continue to be challenging for West Midlands Fire Service (WMFS) will continue to seek the most innovative and transformational approaches to the delivery of our services, ensuring there is real tangible value being delivered across our communities and through partnerships.

During this continuous time of both challenge and change, it is essential that our communities and partners are confident we are doing the right things in the best way possible. Our Statement of Assurance provides the evidence to inform this view. We hope you enjoy reading it and encourage you to contact us if you require more details or information.

All public bodies are responsible for ensuring that their business is conducted in accordance with the law and proper standards and that public money is properly accounted for and spent in a value for money way.

It is a legal requirement under the Accounts and Audit Regulations 2015 for public bodies to publish the financial results of their activities for the year. This document, which is called the [Statement of Accounts](#) shows the annual cost of providing West Midlands Fire and Rescue Authority (hereafter 'the Authority') and is available on our website. Alternatively, the accounts can be viewed in summary format - [Summary of Accounts](#). The statement of accounts is published in September of each year following approval by the Fire Authority. The Authority is composed of 27 members, all of whom are Councillors elected to one of the seven constituent district councils within the West Midlands.

The Authority's Statement of Accounts are independently verified on an annual basis by an external auditor. Members of the public and local government electors have certain rights in the audit process prior to the formal approval and publication of the statement of accounts. These rights are set out in the [Audit of Accounts](#).

The Authority's external audit work is undertaken by Grant Thornton UK LLP a private audit practice. The full external audit work programme and the risk based approach to its determination are explained in the external auditor's Audit Plan. As well as auditing the accounts, the external auditor is required to conclude whether the Authority has in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the value for money conclusion.

The National Audit Office (NAO) issued guidance for auditors on value for money. The guidance states that for local government bodies, auditors are required to give a conclusion on whether the Authority has proper arrangements in place. The guidance identifies one single criteria for auditors to evaluate:

'In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for tax payers and local people'.



The external auditor will report their findings and provide their opinion on the Authority's accounts and the value for money conclusion to the Authority in September of each year. This information is detailed within the external auditors [Audit Findings Report](#) and will be laid out in the Authority's Statement of Accounts (Independent Auditor's Report). As a result of the external audit work in 2017/18, there were no significant matters arising that required the authority to implement an action plan for improvement.

The external auditor has produced the [Annual Audit Letter](#) which summarises the outcomes arising from the audit of the Authority. This document is available on the Service's website and confirms that the external auditor issued:

- An unqualified opinion on the accounts which give a true and fair view of the Authority's financial position as at financial year end and its income and expenditure for the year;
- An unqualified conclusion in respect of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources;
- An unqualified opinion on the authority's Whole of Government Accounts submission.

As part of the 2016/17 Finance Settlement, the Government offered four-year funding allocations to 2019-20 in return for robust and transparent efficiency plans. The Service's [Efficiency Plan](#) was submitted to the Home Office in October 2016, outlining how the Service planned to introduce further efficiencies over the four year period, during which the Authority would receive reductions in core funding of approximately £10 million. The Efficiency Plan is monitored by the Service and progress is reported on an annual basis to the Authority as part of the budget setting process.



The Accounts and Audit Regulations 2015 requires Authorities to prepare an annual governance statement in support of the statement of accounts. The governance statement explains the measures taken by the Authority to ensure appropriate business practice, high standards of conduct and sound governance.

The governance framework comprises the systems and processes, culture and values by which the Authority is directed and controlled, including its activities through which it engages with, and is accountable to, the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, value for money services.

The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised, the impact should they be realised and to manage them in an efficient, effective and economic manner.

The [Authority's Annual Governance Statement](#), which is considered by the Authority's Audit Committee in June of each year, and is included within the published statement of accounts, sets out in detail the purpose of the governance framework and the key elements of the systems and processes that make it up.



The key elements of the systems and processes that comprise the Authority's governance arrangements include the following:

The Authority has an agreed [Constitution](#) which sets out how the Authority operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to local citizens. Please note that the version of the Constitution linked to within this document is that of 2017. The Constitution was revised in June 2018 as a result of the introduction of the Reformed Fire Authority. The Authority facilitates policy and decision-making via regular Policy Planning Forums and Authority and Executive Committee meetings. An Audit Committee provides independent assurance to the Authority on risk management and internal control, and the effectiveness of the arrangements the Authority has for these matters. The Authority reviews its [governance arrangements](#) including its Committees and their terms of reference annually.

The Authority has a Corporate Strategy ([The Plan](#)) setting out its objectives and there is quarterly performance monitoring in which achievement of the Authority's objectives are measured and monitored by the Scrutiny Committee.

The Authority has established clear channels of communication with the community and stakeholders regarding the production of The Plan and consultation on the key priorities of the Service, encouraging open communication.

The Authority ensures compliance with established strategies, procedures, laws and regulations – including risk management. The Authority also maintains and reviews regularly its Code of Conduct (within The Constitution) and Whistle Blowing Policy. There is a comprehensive induction and [Member Development Strategy](#) in place and information regarding strategies and procedures are held on the intranet. The Authority has a strong Internal Audit function and has established protocols for working with External Audit.

The Authority will continue to enhance and strengthen its internal control environment through regular review of current policies and procedures.

The Authority has corporate risk management arrangements in place which are supported by an approved [Risk Management Strategy](#), enabling managers and other senior officers to identify, assess and prioritise risks within their own work areas which impact on the ability of the Authority and its services to meet objectives. To consider



the effectiveness of the Authority's risk management arrangements is a specific term of reference for the Audit Committee and risk management is a specific responsibility of both the Chair and Vice Chair.

The Authority's [Corporate Risk Assurance Map Summary](#) identifies the principal risks to the achievement of the Authority's objectives and assesses the nature and extent of those risks (through assessment of impact and likelihood). The Assurance Map identifies risk owners whose responsibility includes the identification of controls and actions to manage them efficiently, effectively and economically. Corporate Risk matters are discussed with the Audit Committee on a quarterly basis.

The Authority ensures the economical, effective and efficient use of resources, and secures continuous improvement in the way in which its functions are exercised, by having regard to a combination of economy, efficiency and effectiveness as required by the Best Value duty. The Authority plans its spending on an established planning cycle for policy development, budget setting and performance management through its business planning process. This ensures that resources are aligned to priorities and secures best value from the resources that are available.

The Authority's financial system is an ORACLE based general ledger and management information system, which integrates the general ledger function with those of budgetary control and payments. [Financial Regulations](#) and [Contract Procedure Rules](#) are approved and regularly reviewed by the Authority. A rigorous system of monthly financial monitoring by the Strategic Enabling Team ensures that any significant budget variances are identified in a timely way, and corrective action initiated. Performance is reported to Authority on a quarterly frequency.

Performance management against our Corporate Strategy including The Plan, priorities and outcomes, is reported on a quarterly basis to senior managers via the Quarterly Performance Review framework and to Members through the Authority's Scrutiny Committee, via the report 'Analysis of Progress of Quarterly Performance against The Plan', which sets out our achievements and demonstrates our performance in delivering our key priorities, strategic objectives and outcomes during the previous financial year.

The Authority has a Standards Committee which promotes high [ethical standards amongst Members](#). This Standards Committee leads on developing policies and procedures to accompany the Code of Conduct for Members and is responsible for local assessment and review of complaints about members' conduct.



The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the statutory officers and principal managers of the Authority who have responsibility for the development and maintenance of the governance environment, the internal audit annual report and comments made by the external auditors in their Annual Audit Letter and other reports.

The Treasurer is responsible for ensuring that there is an adequate and effective system of internal audit of the Authority's accounting and other systems of internal control as required by the Accounts and Audit Regulation. The internal audit provision operates in accordance with the CIPFA Code of Practice for Internal Audit in Local Government. The arrangements for the provision of internal audit are contained within section 3 of the Authority's Financial Regulations. The purpose of internal audit is to provide the Authority with an independent and objective opinion on risk management, control and governance and their effectiveness in achieving the Authority's agreed objectives.

In order to achieve this, the [Internal Audit Strategy and Plan](#) has been developed. The strategy sets out the internal audit work to be undertaken on a rolling three year basis and includes a detailed annual internal audit plan for the current fiscal year. This work is prioritised by a combination of the key internal controls, assessment and review on the basis of risk and the Authority's corporate governance arrangements, including risk management. Provision is made within the internal audit strategy to audit aspects of the Authority's governance and risk management arrangements on an annual basis. The work is further supplemented by reviews around the main financial systems, scheduled visits to Authority establishments, fraud investigations and counter-fraud activity including training for managers. The Authority has in place an [Anti-Fraud, Corruption and Bribery Policy](#).

The internal audit strategy is discussed and agreed with members of the Strategic Enabling Team and the Audit Committee, and shared with the Authority's external auditor. Meetings between the internal and external auditor ensure that duplication of effort is avoided. All Authority internal audit reports include an assessment of the adequacy of internal control and prioritised action plans to address any areas needing improvement.



The Authority's review of the effectiveness of the system of internal control is informed by:

- The work undertaken by Internal Audit during the year reported in the Annual Internal Audit Report;
- The work undertaken by the external auditor reported in their Annual Audit Letter; and
- Other work undertaken by independent inspection bodies.

In fulfilling the internal audit plan, quarterly reports will be provided to the Authority's Audit Committee detailing matters arising from internal audit work undertaken within the audit year. The purpose of these reports is to bring the Audit Committee up to date with progress made. The information included in progress reports informs the end of year Internal Audit Annual Report. This report provides an opinion on the adequacy and effectiveness of the Authority's governance, risk management and internal control processes.

Based on the work undertaken during the year and the implementation by management of the recommendations made, internal audit has provided reasonable assurance that the Fire Authority has adequate and effective governance, risk management and internal control processes. This is an unqualified opinion and the highest level of assurance available to the internal audit function. The most that internal audit can provide is reasonable assurance that there are no major weaknesses in the Authority's governance, risk management and control processes.

In order to provide assurance of the high quality of the work of the internal audit service, an annual [Review of Effectiveness of Internal Audit](#) is undertaken, the findings of which are approved by the Audit Committee.

The Audit Committee undertakes an annual self assessment / review of its effectiveness using the industry standard toolkit. This year's review highlighted that the Committee was operating within a recognised best practice framework. The Audit Committee is required to produce an [Annual Report](#). This report sets out in detail the business undertaken by the Committee, its achievements and its conclusion upon the adequacy of the system of internal control, governance and risk management in the Authority. The conclusion of the Audit Committee is derived from, and informed by, the work of internal audit and the compilation of the Annual Governance Statement. As a consequence of this work the Audit Committee was able to confirm:



'That the system of internal control, governance and risk management in the authority was adequate in identifying risks and allowing the authority to understand the appropriate management of these risks. That there were no areas of significant duplication or omission in the systems of internal control, governance and risk management that had come to the Committee's attention, and had not been adequately resolved.'
(ref: Annual Report of the Audit Committee 2017/18).

In preparing this Statement of Assurance, the Authority has considered the principles of transparency as set out in the Code of Recommended Practice for Local Authorities on Data Transparency and is mindful that greater transparency is at the heart of enabling the public to hold politicians and public bodies to account. Where public money is spent is a matter of public interest. The information provided in the links below, provides additional information on how the Authority has spent its public money and further demonstrates the Authority's commitment to transparency and accountability.

- [Contracts information & expenditure over £500](#)
- [Salary information](#)
- [Pay Policy Statement](#)
- [Member allowances scheme](#) – (Appendix 3 of the link) and [Member allowances](#)
- [The location of land and building assets](#)
- Counter Fraud Information
- The democratic running of the Authority including The Constitution, committee minutes, decision making processes and records of decisions are maintained on our website via the [Committee Management Information System](#) (CMIS)

In supporting the transparency agenda, the Authority is compliant with its responsibility set out in the Local Government Transparency Code 2015.

Our Statement of Assurance meet the guidance of the Fire and Rescue National Framework for England and is available [here](#).

The Fire Authority meets the requirements set out in the Fire and Rescue Service Act 2004, Civil Contingencies Act 2004, the Regulatory Reform (Fire Safety) Order 2005, Fire and Rescue Services (Emergencies) (England) 2007, Localism Act 2011 and the Fire and Rescue National Framework for England.

All Fire and Rescue Authorities are required to produce and publish an integrated risk management plan. The Authority's integrated risk management plan is represented in a visual manner by the [Community Safety Strategy](#) and sets out how we will keep people of the West Midlands safe through our Service Delivery Model.

The Community Safety Strategy contains our analysis of fire and rescue related risks in the West Midlands. It shows how we will target our resources so that we can prevent incidents from happening, while also making sure resources are located to best protect the community therefore enabling us to continue providing the highest standards of service in the areas of prevention, protection and emergency response through our Service Delivery Model.

Our Community Safety Strategy is the foundation on which we build our Service Delivery Model which is set out here:



2017 Service Delivery Model illustrated here.

The Community Safety Strategy is integral to informing and shaping our key priorities, desired outcomes, Service Delivery Model and corporate objectives as set out in The Plan. The Authority consults on its Community Safety Strategy in accordance with national guidance. At the last formal consultation held in 2016 there was strong support for both the risk based 5 minute attendance time and obtaining alternative funding sources.

West Midlands Fire Service has an interactive community safety strategy which enables members of the local community to view information which is relevant to where they live.

In accordance with Section 13 of the Fire and Rescue Services Act 2004, arrangements are in place to give mutual assistance to neighbouring Fire Authorities due to a lack of available resources in a geographical area in the event of large-scale incidents, or where the resources of the recipient authority are seriously reduced. Similarly, the Authority has reciprocal arrangements in place to receive assistance from neighbouring Authorities when required.

Agreements can be made with other Fire Authorities in accordance with Section 16 of the Fire and Rescue Services Act 2004 in respect of calls received from outside the West Midlands border. These agreements vary in detail from Authority to Authority but essentially they are a commitment to a neighbouring Fire and Rescue Authority to mobilise appliances to pre-agreed areas, known as Section 16 areas in the event of an emergency call being received.

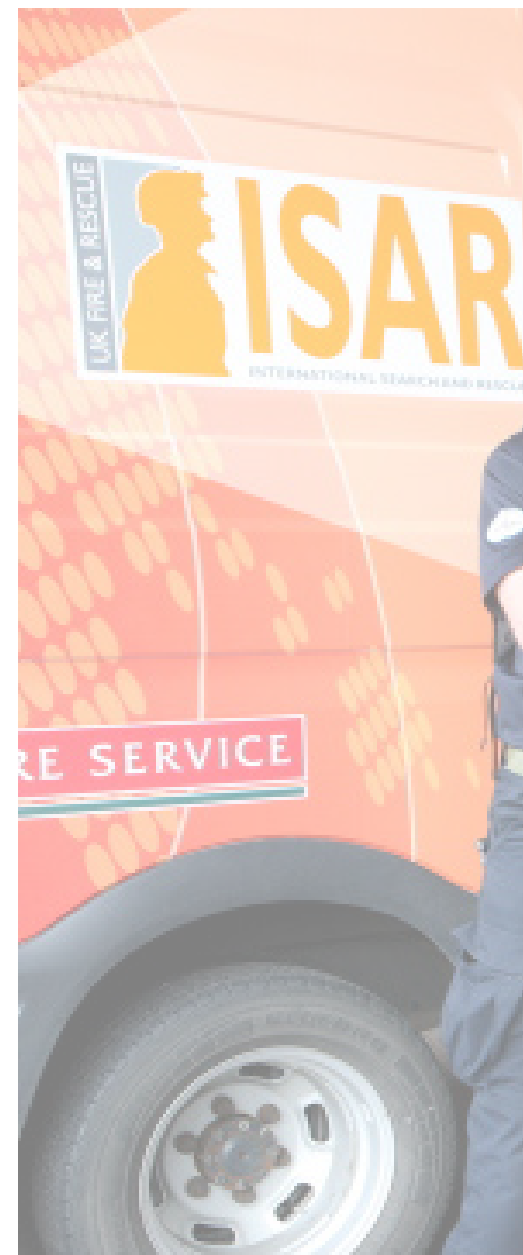


West Midlands Fire Service has mutual assistance arrangements with all Fire and Rescue Services surrounding the West Midlands (Shropshire, Staffordshire, Warwickshire and Hereford and Worcester Fire and Rescue Services.)

In order to meet our specific responsibilities under the Civil Contingencies Act 2004, the Authority is a partner in the multi agency [West Midlands Conurbation Local Resilience Forum \(LRF\)](#). This forum is chaired by the West Midlands Fire Service and brings together local emergency services and other partner agency responders including the military and voluntary sectors to plan and prepare for localised incidents and catastrophic emergencies that may impact the communities of the West Midlands. The strategic objectives of the LRF are enabled through the General Working Group (GWG) which involves members from all agencies who attend the LRF. More localised planning arrangements are further considered within each of the Local Authority areas across the West Midlands Conurbation through Local Resilience Groups (LRG). West Midlands Fire Service Operations and Station Commanders are engaged within these groups and work collaboratively with other responders and partner agencies to protect local communities.

In support of National Resilience we have enhanced our capability to respond to major emergencies such as terrorist attacks, industrial and domestic accidents and natural disasters. We are a partner in the Multi Agency Specialist Assessment Team (MASAT) which provides an initial assessment of potential Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) incidents. Our Urban Search and Rescue (USAR) and International Search and Rescue (ISAR) teams are on call 24/7 providing the ability to rapidly respond to incidents locally, nationally, and internationally, assisting and undertaking search and rescue operations. Our ISAR team are able to respond to humanitarian accidents or disasters anywhere in the world.

Each of the UK's emergency services works to keep our country safe and secure as well as protecting their communities. This means that we work together at major incidents and emergencies on an ever increasing basis. The introduction of the [Joint Emergency Services Interoperability Principles](#) (JESIP) provides the pathway as to how emergency services can work together more effectively. We also run the regional arrangements for the National Inter-Agency Liaison Officer cadre (NILO) which supports cross Blue Light organisational information sharing to support complex incident resolution.



A major incident is an event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies. A major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security.

When police, fire and ambulance services respond to major incidents, along with other agencies, each organisation brings their own expertise to that situation. JESIP will help the emergency services better understand each other's expertise and ways of working so they can improve how they can jointly deal with an emergency. The clarity that JESIP brings to a major emergency scene enables for the better integration and more efficient and effective management of such incidents.

We support business growth and economic sustainability through our fire protection work, helping business communities to become safer from fire and assisting businesses to comply with the [Regulatory Reform \(Fire Safety\) Order 2005](#). This assistance may take the form of educational events, signposting to relevant guidance and the checking and auditing of fire protection measures. We are committed to enforcing the law so that members of the public and local employees are protected from the risk of death or injury caused by fire.

We continue to develop and enhance our risk-based inspection programme as per the requirements of the [National Framework](#) and we support the [Regulators' Code](#), improving the way regulation is delivered at the frontline, by adopting the principles of the Code. We ensure the professionalism of our Fire Safety Officers via the application of the [Competency Framework for Business Fire Safety Regulations](#) which has been embedded within the Service.

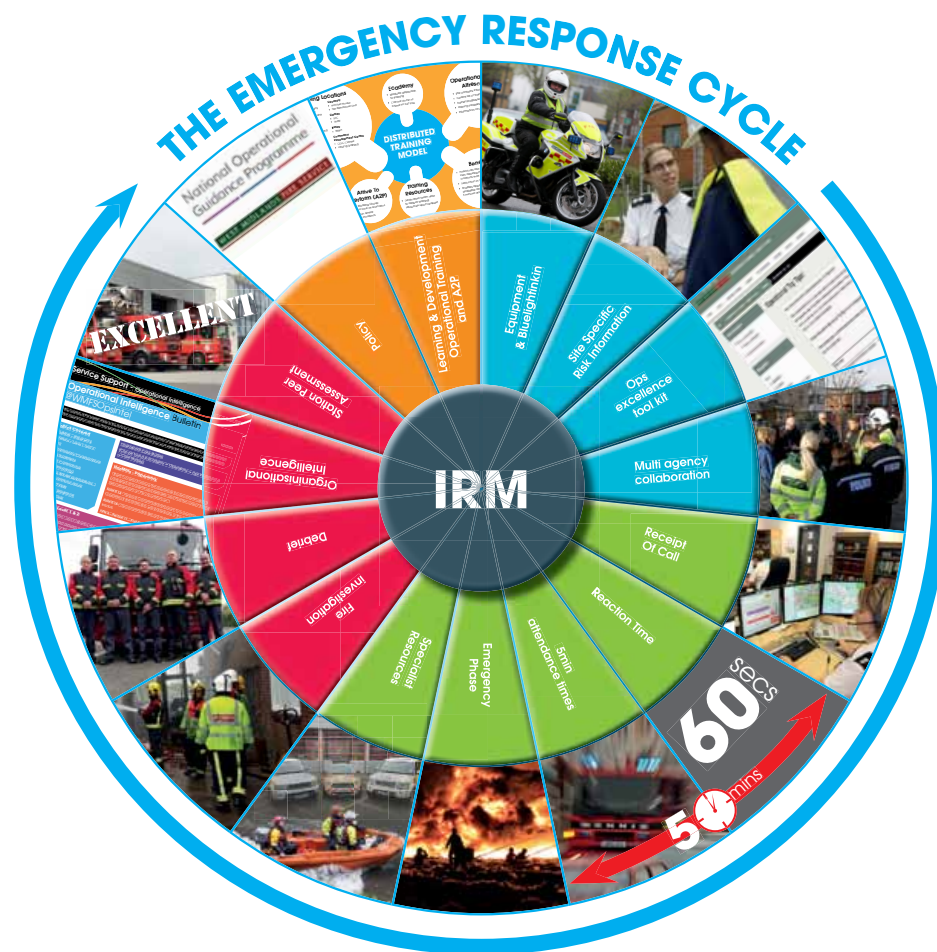
The West Midlands Fire Service strives for a commitment to excellence through a framework of learning and development defined by a culture of personal accountability.



Our “Emergency Response Cycle” breaks down the key elements that underpin this learning and development framework leading to assertive, safe and effective firefighting and excellent emergency response. The response cycle complements our commitment to the Health & Safety Executive guidance, ‘Managing for Health and Safety’ ([HSG 65](#)) and defines a simple but effective approach to Plan-Do-Check-Act. It starts with our people being highly skilled with our equipment, policy and procedures (acquisition of skills), with the cycle then moving through to the emergency response phase (application and maintenance of competence). We use reflective learning and direct observation of performance to look for both areas of excellence and improvement through our debrief and operational intelligence policy. The outcomes of this learning then directly impacts on continuous improvement influencing changes in policy, procedure and people leading to even safer firefighters delivering an even greater service.

West Midlands Fire Service is committed to supporting the health, fitness and wellbeing of all its employees and recognises its duty to ensure employees maintain the required level of fitness to fulfill their role safely. The service has a fitness framework and carries out fitness assessments annually on all operational employees.

The Service conducted the fire sector specific Operational Assessment (OpA) in 2016, which comprised a self-assessment against the OpA toolkit. The findings of the team of peers, based on the OpA self-assessment and fieldwork visit, was compiled into the Fire Peer Challenge Report which was submitted to the Authority. The report highlighted a number of areas for consideration which has resulted in the Service developing an Improvement Register to address the areas raised. Progress of the Improvement Register is monitored by the Authority via the Scrutiny Committee.



Significant progress continues to be made, in the drive to adopt an intelligence-led approach to risk management and the allocation of resources based on the outcomes of data and risk analysis. The future, whilst posing a number of challenges in terms of both financial constraints arising from the ongoing central government grant funding reductions, and the forthcoming Fire Reform programme and wider public sector reform, will see West Midlands Fire Service continuing to innovate and adopt increasingly flexible and creative ways to provide the highest standards of service delivery. Additionally, we will make the most out of the opportunities that may arise during this continuing period of significant change, including opportunities, amongst others, to build upon the considerable level of collaboration currently undertaken with partners via the incoming statutory duty for Fire, Police and Ambulance services to collaborate, and the establishment of the West Midlands Combined Authority.

In progressing Fire and Public Service reform, we commissioned an independent evaluation of the potential models of governance for the service. The objective of this review is to ensure the service retains its reputation for good governance, and to assess current practice within the context of legislative developments in the Fire and Public Sectors.

Based upon our IRMP and through taking an evidence based approach, we believe that response times matter in relation to survivability and economic growth. Our West Midlands Fire Service Service Delivery Model is built upon a resource configuration that enables us to meet our risk based 5 minute response standard and deliver an assertive, safe and effective intervention. Based upon risk, a blended fleet of vehicles, crewing levels and skill sets are dynamically mobilised to provide the right weight of response. This blended fleet is made up of 3 Business Support Vehicles crewed by a fire safety officer, 19 Brigade Response Vehicles crewed by 2 firefighters and a supervisory officer, and 41 Fire Engines crewed by 4 firefighters and a supervisory officer, two of which also have Technical Rescue capability, plus a small number of specialist vehicles that are dual crewed.

Demonstrating Public Sector Reform, we continue to embed new and innovative approaches to staffing through the use of a lean whole-time workforce supported through a system of Voluntary Additional Shifts (VAS) and Integrated Resilience. Similar to voluntary on call arrangements, firefighters during their rota days,



have the opportunity to undertake VAS. This has enabled us to reduce our whole-time workforce naturally to 1220 Firefighters, which includes 52 Technical Rescue firefighters, with VAS being used to cover shortfalls. This results in significant budget savings whilst maintaining services to the community. Integrated Resilience enables uniformed personnel undertaking roles in departments, to regularly staff response vehicles which covers staffing deficiencies, enables skills and knowledge transfer and maintains core competencies.

We continue to review our fleet, ensuring the correct vehicle types are being deployed, with state of the art equipment and technology, so that fast response times can be maintained with fewer firefighters. The introduction of a technology system within our Fire Control called Dynamic Cover Tool (DCT), assists the efficient and effective utilisation of our fleet and firefighters to best effect. The DCT ensures that resources can be mobilised most appropriate to an incident.

We continue to review our estate (stations and other building assets) on a regular basis, with a view to streamline local resources, ensuring efficiencies are maximised. We have worked collaboratively with West Midlands Police to investigate opportunities to share premises.

We continue to challenge some calls received by our Fire Control centre, to minimise the number of false alarms responded to and to ensure we always have sufficient resources to mobilise most effectively to the calls where lives and property are in danger. We have embedded our innovative 999eye system; technology which supports our resource efficiency and safeguards our firefighters in advance preparation of incident management. This allows the caller to send a live feed of the incident to Fire Control via a onetime only URL link from their own mobile phone, passing vital information to support Fire Control to appropriately resource the incident and give on coming crews vital information. Additionally, following the establishment of the nature of the call via a robust call challenging system, our Fire Control can mobilise one of the three Business Support Vehicles which have been recently introduced to our service delivery model, to false alarm calls who can provide support to the business or trust ensuring they are doing all they can to keep their employees and the public safe. Where necessary this may involve commencing relevant and proportionate enforcement of the Regulatory Reform (Fire Safety) Order 2005. In particular, advice can be provided on the management and suitability of the fire alarm, leading to a reduction in automatic false alarm calls.



Working with Staffordshire FRS, the combined Fire Control function continues to reap financial savings whilst improving the level of operational collaboration and inter-agency working within our region. A Memorandum of Understanding has been agreed with Warwickshire FRS to investigate similar opportunities for collaboration and efficiencies.

At the same time, we are actively engaging in productive partnerships and sharing data with key agencies to accurately target our preventative and educational activities, in the drive to moderate and improve behaviours in those most vulnerable from fire and other emergencies. In support of this work and to safeguard all partnerships, we commenced our preparation for the introduction of the General Data Protection Regulations in May 2018.

Our service delivery model blends our prevention, protection and response activity to reduce the effects and the number of emergency incidents. We have seen the benefits of our core delivery areas working together on many occasions in the past and we recognise the time is right to encourage further integration in a more co-ordinated way. This is the aim of the prevention, protection and response integration work stream. We have sought to progress this inter-dependent approach across the whole service by commencing development of a project management infrastructure into everyday business. This is a long term project based upon aligning systems and resources to derive an identified financial value from each workstream.

We continue to work together more closely as 'one team' for the benefit of the community. So, where prevention is currently delivered by firefighters we believe that by providing the right training and support to our fire safety team, they will be able to support our prevention priorities. It could be that they are carrying out an inspection at a business premises and they identify some vulnerable people; we want them to be able to help.

Likewise, whilst spending time amongst their community, firefighters might encounter fire safety concerns. In future, through closer working arrangements, we believe that our frontline crews will be able to offer appropriate advice.

Finally, as we aim to do all we can to achieve our risk based five minute attendance time we believe that we can provide resilience to our response teams through utilising fire safety officers to provide operational cover when appropriate. There will be other benefits to operating as one team including sharing information, joint training and closer relationships – all contributing to making the West Midlands Safer, Stronger and Healthier.

