

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

18 FEBRUARY 2019

1. **THE PLAN 2019-2022**

Report of the Chief Fire Officer.

RECOMMENDED

THAT Members approve the revised Priorities and Outcomes of The Plan 2019-2022.

2. **PURPOSE OF REPORT**

2.1 Following a review of the Authority's Integrated Risk Management Plan (IRMP), Strategy and budget considerations aligned to the Financial Efficiency Plan (FEP), this report seeks approval of revised priorities and outcomes for The Plan 2019-2022, which continue to support the Services Vision statement.

2.2 These priorities and outcomes reflect the changing internal and external environment.

3. **BACKGROUND**

3.1 The Plan is a rolling 3-year corporate strategy, designed to enable detailed planning for the first year and broader planning setting out aspirations for a further 2 years. This planning period enables the most effective approach to delivering services to local communities, in recognition of a changing external environment and an ongoing three/four-year comprehensive spending review period by central government.

3.2 As part of the Service's Strategic Planning Framework, 'The Plan' is reviewed on an (at least) annual basis. Our IRMP sets out in detail the risk based analysis that has informed the recommendation in this report.

Ref. *

(Official – WMFS – Public)

Following a review of the risk analysis, there has not been any significant change to risk in the West Midlands, providing an evidence base which supports the continuation of the Services strategy and Service Delivery Model.

- 3.3 Aligned to strategy option and budget considerations, the priorities and outcomes for 2018-2021 (as detailed in appendix 2), as enablers to achieving our vision of Making West Midlands Safer, Stronger and Healthier, over a 3 year rolling period, have been reviewed and amended. The rationale for these changes is set out in paragraph's 3.5 onwards.

Response, Prevention and Protection priorities and outcomes 2019-2020

- 3.4 The Vision statement and priorities of response, prevention and protection reflect our continuing ambition to support and transform wider and improved outcomes for local communities, in particular, health and well-being. This is in addition to providing clarity to employees, partners and the community alike, as to the core services that we deliver to our communities.
- 3.5 The response, prevention and protection outcome statements have been amended to recognise the strategic intent of both current and future transformation of services, through wider working with partners including the West Midlands Combined Authority (WMCA) and public reform agenda, as well as considering digital innovation, workforce reform and development.

A key area of consideration has been the potential additional burdens to Fire and Rescue Services, as a result of the recommendations of the independent review of building regulations of fire safety following the Grenfell Tower incident.

- 3.6 In addition to changes as proposed through the Strategy Option Fire Authority report; priority and outcome statements reflect the need for the CFO to deliver The Plan through flexible, risk-based management of resources on a daily basis to maximise response, prevention and protection activities and reduce risk and vulnerability aligned to the delivery of The Plan, to enable a balanced budget.

Supporting Priority Statements

- 3.7 Supporting priority and outcome statements for Value for Money, People and Digital and Innovation are aligned to enable the delivery of Response, Prevention and Protection priorities and outcomes.
- 3.8 The inclusion of 'Digital and Innovation' as a supporting priority statement is an evolution of the previously entitled ICT area. This priority and its outcomes have been revised to reflect the significance of digitally enabling the delivery of all priorities within The Plan.
- 3.9 The ability to provide the appropriate information to our mobile workforce and the need for secure exchange of data remain in place. This has been bolstered by amendments reflecting the importance of embedding a digital culture as well as a focus on research and development.

4. EQUALITY IMPACT ASSESSMENT

- 4.1 Equality impact assessments have been completed where appropriate against each of the reports against which the proposals within this paper have been formed, Strategy Option and Investment papers. Therefore, an additional equality impact assessment has not been undertaken.

5. **LEGAL IMPLICATIONS**

5.1 The National Fire and Rescue Framework for England 2012 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**

6.1 There are no direct implications arising from this report. The Authority's approved budget for 2018/19 will support the delivery of the priorities, strategic objectives and outcomes.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

BACKGROUND PAPERS

Strategy Options reports – Fire Authority 17 September and
19 November 2018, 18 February 2019

Protection Investment report – Fire Authority 19 November 2018

Investment report – Fire Authority 18 February 2019

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PHIL LOACH

CHIEF FIRE OFFICER

Appendix 1

PRIORITIES AND OUTCOMES 2018-2021

Our response priorities focus on dealing excellently with emergency incidents:

- the most serious emergency incidents will be attended, on average, within five minutes to save life, protect homes and businesses, and keep our transport networks moving
- our commitment to operational excellence will reduce risk to life and property and enable an assertive, effective and safe emergency response to all incidents whilst supporting firefighter safety
- at all incidents we attend, we will lead and co-ordinate rescue operations whilst working collaboratively with other agencies to deliver an excellent response and meet public expectations
- we will enhance resilience and deliver a local, national and international response to major incidents, emerging threats, and humanitarian situations through our specialist response teams.

Our prevention priorities focus on making safer, 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 partnership working
- fewer people will be killed or seriously injured on West Midlands roads, as we work with the West Midlands Combined Authority and other organisations to develop and deliver interventions that support the West Midlands Regional Road Safety Strategy
- the safety, health and well-being of the most vulnerable people in our communities will improve through our interventions delivered to tackle the effects of an increasing demand on health and social care services.

Our protection priorities focus on creating stronger businesses and safer communities:

- we will ensure high risk buildings including residential high rise, are assessed to ensure public safety and provide reassurance from the risks of fire
- we will ensure businesses become safer from fire through interaction with our people delivering integrated prevention, protection and response services What about the prevention of less vulnerable businesses
- we will enhance economic growth by providing clear advice and flexible support in collaboration with other regulators and partner agencies
- we will utilise an evidence-based approach to risk reduction to enable effective engagement with the most vulnerable businesses and members of the community
- we will reduce the impact of Automatic Fire Alarms, to minimise unnecessary disruption

VALUE FOR MONEY

Working closely with other organisations, collaborating with our partners - is an essential part of being able to deliver our services effectively and efficiently. Your fire service will ensure

- Government funding reductions will be met and our Service Delivery Model, which focuses on public safety and vulnerability, will be maintained
- Resource and assets will be used effectively and efficiently in support of delivering service priorities
- alternative funding and efficiency opportunities will be identified and delivered through collaborative activities and by exploring commercial, social value, sponsorship and commissioned opportunities, to support the delivery of our strategy and public safety through targeting the most vulnerable.

BUSINESS DEVELOPMENT

From finance through to our vehicles, technology and communications, we work hard to ensure that our services are delivered in the most relevant, effective and efficient ways. Everything we do is achieved by our cost-effective, flexible and agile workforce. At a time of unprecedented change and financial challenges for the public sector, our staff keep finding exciting, new ways to transform the services we provide and achieve even more with less.

PEOPLE

The people who work for us here at West Midlands Fire Service are our finest asset. Without them, we couldn't achieve what we do for the people of the West Midlands. That's why we have a set of strategic priorities dedicated to them and members of our community to ensure:

- an agile, flexible and accountable workforce, to provide the sustained delivery of our strategy by individuals and teams through adaptability, authenticity and cohesion.
- an environment and culture where benefits of physical, emotional and mental health and wellbeing are understood and valued equally, to enable our staff to respond positively to opportunities for change
- Diversity, Inclusion, Cohesion and Equality (DICE) to support, the safety, health and well-being of the most vulnerable people in our communities. by addressing social and health inequalities
- A workforce reflective of the communities we serve. Through an approach known as 'positive action' we will attract, recruit and support progression for individuals with protected characteristics.

Appendix 2

PROPOSED PRIORITIES AND OUTCOMES 2019-2022

RESPONSE

Our response priorities focus on dealing excellently with emergency incidents:

- Through risk management, the most serious emergency incidents in high risk areas will be attended within five minutes, to save life, protect homes and businesses, and keep our transport networks moving
- risk to life and property will be reduced through our commitment to operational excellence, enabling an assertive, effective and safe emergency response to all incidents whilst supporting firefighter safety
- at all incidents attended, rescue operations will be led and co-ordinated by WMFS whilst working collaboratively with other agencies to deliver an excellent response and meet public expectations
- National Resilience will be enhanced through delivery of a local, national and international response to major incidents, new risks, and humanitarian situations through our specialist response teams.

PREVENTION 2019-2022

Our prevention priorities focus on making safer, healthier communities:

- The number of people killed or seriously injured by fire-related incidents will reduce as we focus with our partners, reducing the risks faced by the most vulnerable people in our communities.
- The safety, health and well-being of the most vulnerable people in our communities will improve by targeting 'radical prevention' interventions that are directly linked to vulnerability from fire.

- Arson-related incidents will fall, supporting safer and stronger communities, as a result of our partnership working
- Fewer people will be killed or seriously injured on West Midlands roads and we will keep our transport networks moving, as we work with the West Midlands Combined Authority and other organisations to develop and deliver interventions that support the West Midlands Regional Road Safety Strategy

PROTECTION 2019-2022

Our Protection prioritises focus on protecting life and property to make businesses stronger and communities safer.

- Life and property will be protected by targeting high risk buildings and vulnerable businesses, including residential high rise to ensure compliance and enforcement of fire safety legislation.
- Improved community safety through implementing outcomes of the Independent Review of Building Regulations and Fire Safety.
- Improved community safety through innovative and contemporary approaches to the delivery of protection activities and working cohesively with partners at local, regional and national levels to influence the development of new and enabling legislation.
- Prosperity and economic growth are enhanced by educating and supporting Businesses including collaboration with other regulators and partner agencies
- Disruption to Businesses, Communities and the West Midlands Fire Service caused by unwanted fire signals from fire alarms will be reduced.

Supporting priorities:

DELIVERING EFFECTIVE THROUGH COLLABORATION

VALUE FOR MONEY

Working closely with other organisations, collaborating with our partners - is an essential part of being able to deliver our services effectively and efficiently. Your fire service will ensure:

- Government funding reductions will be met and our Service Delivery Model, which focuses on public safety and vulnerability, will be maintained
- Services delivered will be managed efficiently and effectively using the most appropriate management of resources and assets in delivering the organisational priorities.
- efficiency opportunities will be identified and delivered through collaborative activities and by exploring social value, commercial and sponsorship opportunities, to support the delivery of our strategy and public safety through targeting the most vulnerable.

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DIGITAL and INNOVATION

To continually explore opportunities to enhance and transform services to communities that are underpinned through innovative and digital solutions.

- commitment to research and development enabling assertive, effective and safe firefighting.
- A culture where digital as an enabler will help people, systems and processes become more efficient and effective.
- provide assurance and intelligence for evidence-based decisions with accurate, useful and timely information that will reduce community risk through our mobile workforce
- enable the secure and reliable sharing of data with our partners and the cost-effective and joined-up delivery of services to the most vulnerable people in our communities

PEOPLE

The people who work for us here at West Midlands Fire Service are our finest asset. Without them, we couldn't achieve what we do for the people of the West Midlands. That is why we continue to focus on organisational development to enable:

- an agile, accountable and competent workforce, to provide the sustained delivery of our strategy by individuals and teams through adaptability, authenticity and cohesion.
- an environment and culture where benefits of health & wellbeing are understood and valued equally, to enable our staff to respond positively to change
- Diversity, Inclusion, Cohesion and Equality (DICE) to support, the safety, health & wellbeing of the most vulnerable people in our communities.
- A workforce reflective of the communities we serve through 'positive action' to attract, recruit and support progression for individuals with protected characteristics.