

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

17 FEBRUARY 2020

1. **THE PLAN 2020-2023**

Report of the Chief Fire Officer.

RECOMMENDED

THAT Members approve the revised Priorities and Outcomes of The Plan 2020-2023.

2. **PURPOSE OF REPORT**

2.1 Following a review of the Authority's Integrated Risk Management Plan (IRMP), Strategy and budget considerations, this report seeks approval of revised priorities and outcomes for The Plan 2020-2023, 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 and Performance 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.

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 existing strategic approach and Service Delivery Model.

- 3.3 The priorities and outcomes for 2020-2023 (as detailed in appendix 2), are enablers to achieving our vision of Making West Midlands Safer, Stronger and Healthier, over a 3 year rolling period. They have been reviewed and amended, the rationale for these changes is set out in paragraphs 3.4 onwards.

Response, Prevention and Protection priorities and outcomes 2020-2023

- 3.4 The Vision statement and priorities of Response, Prevention and Protection reflect our continuing ambition to support improved outcomes for local communities, particularly safety, health and well-being. Also, where appropriate to widen our opportunities for transformation and collaboration. 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.

The outcome statements have continued to take in consideration the implementation of any recommendations resulting from the independent review of building regulations of fire safety following the Grenfell Tower incident.

The outcome statements are supplemented by progression of observations within Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service's report on West Midlands Fire Service received during 2019.

- 3.6 The priority and outcome statements are aligned to the provision within a balanced budget. In particular, this reflects the need for the CFO to deliver The Plan through the flexible, risk-based management of resources on a daily basis to maximise Response, Prevention and Protection activities, thereby reducing risk and vulnerability aligned to the delivery of The Plan.

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 supporting priority statement entitled 'Digital Transformation' is an evolution of the previously entitled Digital and Innovation 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 supporting priority statement for People has been supplemented by amendments reflecting the importance of delivering the Joint Cultural Implementation Plan; an outcome of the Cultural Review conducted during 2019.

4. EQUALITY IMPACT ASSESSMENT

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

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**

There are no direct implications arising from this report. The Authority's proposed budget for 2020/21 would 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

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Inspection and Cultural Review Outcomes report – Fire Authority 18 November 2019

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PHIL LOACH
CHIEF FIRE OFFICER

Appendix 1

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 EFFECTIVELY 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 allocations will help support 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.

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 and 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 and 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

Appendix 2

PROPOSED PRIORITIES AND OUTCOMES 2020-2023

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 reducing the risks faced by the most vulnerable people in our communities
- the safety, health and wellbeing of the people in our communities who are most at risk from fire will be improved by our targeted prevention activities
- arson-related incidents will fall, supporting safer and stronger communities, as a result of our partnership work
- fewer people will be killed or seriously injured on West Midlands roads, and we will keep our transport networks moving, as we work with partners in support of the West Midlands Regional Road Safety Strategy

Our response priorities focus on dealing excellently with emergency incidents:

- through risk management, we will attend the most serious emergency incidents in high-risk areas within five minutes to save life, protect homes and businesses, the environment and our transport networks
- risk to life and property will be reduced through our commitment to operational excellence and to providing an assertive, effective and safe emergency response to all incidents
- appropriate rescue operations will be led and coordinated by WMFS and we will work collaboratively with other agencies to deliver an excellent response in line with public expectations

- our specialist response teams will deliver National Resilience arrangements for responding to local, national and international major incidents, new risks (including weather) and humanitarian situations

Our protection priorities focus on protecting life and property to make businesses stronger and communities safer:

- life and property will be protected by ensuring that high-risk buildings and vulnerable businesses comply with fire safety legislation, which we will enforce if necessary
- community safety will be improved through our work with the owners and managers of tall buildings to ensure the new Fire Safety Bill and supporting Fire Safety Guidance is understood and implemented
- prosperity and economic growth will be enhanced by educating and supporting businesses
- we will collaborate with other regulators and partner agencies to support major developments and events
- disruption caused to businesses and West Midlands Fire Service by unnecessary fire alarms will be reduced through the enhanced role of our Business Support Vehicles and our work to manage alarm signals more effectively and efficiently

People

We will create an inclusive workforce:

- by engaging with employees to create a culture in which everyone can feel valued by developing ways of working together which support and engage employees in responding to the changing environment in which we work, both internally and externally
- by promoting awareness, good practice and proactive support around health and wellbeing among our employees

- by enabling personal development opportunities which support their ability to be highly effective and competent in the delivery of excellent services to our communities
- by using 'positive action' to attract, recruit, retain and support progression for individuals with protected characteristics, to reflect the communities we serve

Digital transformation

We will enhance and transform services to our communities, underpinning them with innovative and digital solutions, with a commitment to:

- researching and developing the latest technologies that complement assertive, effective and safe firefighting
- a digital culture with systems and processes that enables our workforce to work efficiently and effectively
- using accurate and timely information which provide assurance and intelligence for evidence-based decisions
- reducing community risk through a cost-effective mobile workforce and sharing data reliably and securely with our partners

Working closely with our partner organisations is key to delivering our services effectively and efficiently. We will ensure that:

- the funding we get from the Government will be used to support our Service Delivery Model, which focuses on public safety and vulnerability
- our services and priorities will be delivered using the most appropriate management of resources and assets
- we identify and deliver opportunities for efficiency and collaboration which support the delivery of our strategy and safety of the most vulnerable people in our communities

