

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

14 FEBRUARY 2022

1. THREE YEAR ROLLING STRATEGY 2022-25 AND ANNUAL PLAN

Report of the Chief Fire Officer

RECOMMENDED

- 1.1 THAT Members note the ongoing progress of the evidence-based Community Risk Management Plan (CRMP) objectives, as set out in 3.3-3.8.5.
- 1.2 THAT Members note the maintenance of Chief Fire Officer (CFO) delegations in the implementation of CRMP objectives to enable delivery of the three-year rolling Strategy, as set out in 3.2.4 and 3.5.1.
- 1.3 THAT Members re affirm the Authority's Vision statement for the Authority's Three-Year rolling Strategy, as set out in 3.13.2
- 1.4 THAT Members approve the three-year strategic objectives 2022-25 and refresh of the annual plan priorities for delivery in 2022-23, as set out in 3.14.5.

2. PURPOSE OF REPORT

- 2.1 This report is submitted to Members to provide an overview of the progression of CRMP objectives (as approved by Members in 2020) and how these will be enabled through the 3 Year rolling Strategy 2022/25.
- 2.2 The report will also set out the review of the Authority's Vision and Strategic objectives and annual Priorities that set the context for the 3-year rolling strategy.

3. **BACKGROUND**

3.1 **Community Risk Management Plan (CRMP)**

- 3.1.1 The National Framework for Fire and Rescue Services in England 2018, sets out the requirement for the development and implementation of a CRMP, which identifies and assesses the risk an area presents to fire and other emergency incidents.
- 3.1.2 The requirement for a CRMP is reviewed and assured through the Authority's Statement of Assurance, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection process and the recently introduced CRMP Fire Standard.
- 3.1.3 West Midlands Fire Service (WMFS) ensures compliance with the expectations as set out in the Framework through ensuring its CRMP is the starting point in the development of the three-year rolling Strategy. The CRMP focuses purely on the risk that exists across the West Midlands area.
- 3.1.4 WMFS consult on their CRMP every three years, or when there is a material change that will impact on the services communities will receive. The CRMP is continually reviewed to ensure it provides a current assessment of risk.

3.2 **Developing CRMP Objectives**

- 3.2.1 In recognition of both the changing CRMP, the role of a fire and rescue service and government expectations; following a review of our CRMP undertaken throughout 2020 and a period of public consultation undertaken in late 2020, the Fire Authority approved the development of the CRMP proposals in February 2021. These are now developing as the following CRMP objectives:

- Risk Based Crewing
- Dynamic Mobilising
- Automatic Fire Alarms
- Blended Fleet
- Reducing Health Inequalities
- Emerging Risks

- 3.2.2 The public consultation outcomes provided clear support for the progression of each of the CRMP proposals to enable the best outcomes to be achieved through the delivery of the three-year rolling strategy, against community expectations.
- 3.2.3 These CRMP objectives have been developed over the last 12 months through ongoing commitment of the Strategic Enabling Team (SET), Middle Managers and focused project teams. This focused approach has ensured ongoing communication and engagement of our people, representative bodies and key stakeholders. This approach has ensured that the changes CRMP objectives aim to achieve focus on transforming services to our communities in a sustainable way and importantly, continue to mitigate and reduce risk to vulnerability of fire and other emergency incidents.
- 3.2.4 A key enabler to achieve this is how WMFS optimises the use of resources to increase resilience, effectively manage risk and make more efficient use of our budget. This is delivered through the delegations to the CFO as set out in the Authority's Constitution, Scheme of Delegations 3.6.8: *'The management and allocation of finances, assets and fleet to support the most effective staffing structure and delivery of services within the Authority approved Strategy'*.
- 3.2.5 The following CRMP principles are embedded in the development of the CRMP objectives:
- change delivery of our risk-based services in line with our communities' needs
 - create opportunities and make the best use of our resources to effectively manage changing risk
 - our services need to be as 'future proof' as possible – sustainable and resilient
 - our response services are rated as 'outstanding' – we want to keep it that way
 - maintain and expand what we can offer to our partners and communities
 - the health, safety and wellbeing of our staff
 - work with and involve our staff in delivering the most effective CRMP.
- 3.2.6 These principles have enabled the CRMP objectives to focus on different and transformational ways of delivering our core services to the communities of the West Midlands.

3.2.7 The following overview of progress against each of the Authority agreed CRMP objectives will identify 'how' aligned to the CRMP principles each aims to:

- Respond to risk in the most proportionate way across prevention, protection and response, which sits at the core of a CRMP.
- Ensures the maintenance of the high risk 5-minute attendance standard by protecting resources for high-risk incidents through mobilising our workforce aligned to the risk an incident presents.
- Further enables a proportionate response to incident type through the blended use of our current fleet, understanding how the fleet can diversify in the future and how digital ways of working can lead and facilitate decision making and how incidents are responded to.
- Enable the role of the Authority and WMFS in representing the best views of the communities.

3.3 **Dynamic Mobilising – CRMP objective 1**

3.3.1 Originally identified as a continuation of the 'survivability research' undertaken in 2016. The dynamic mobilising research is intended to understand how, by reviewing our approaches to response interventions (where this is appropriate), we can ensure the most appropriate availability of resources for Category 1 incidents where there is threat of serious harm to life and/or property.

3.3.2 There is a firm rationale to widen this research to understand how these changes impact on survivability across wider risks to communities and the economy.

3.3.3 There are many factors that contribute to increasing incidents which impact on determining the level of risk they present to the community and the level of resource required from the WMFS.

3.3.4 Dynamic mobilising research seeks to understand the factors which contribute to the level of risk that high-risk category 1 incidents present to:

- crews.
- the public.
- businesses.
- the environment.

- 3.3.5 This will then enable WMFS to understand how our initial level of response can be more effectively aligned to the actual/known risk of an incident at the point of call. Thereby improving outcomes for these stakeholders and the role our attendance times play in determining people/resource requirements.
- 3.3.6 The research consists of both data research and live scenarios to validate initial findings and understand and wider impacts.
- 3.3.7 The ongoing outcomes of this research will be understood during 2022-23. They will provide an evidence base for the potential further development of the CRMP and how its objectives transform to continue to manage and mitigate identified risk in the most efficient way.
- 3.3.8 There is ongoing engagement with key stakeholders across other blue light agencies and with the University of Central Lancashire, to enable support and validate this research.
- 3.3.9 Phase 1 of this research will be concluded in the last quarter of 2021/22.

3.4 **Automatic Fire Alarms (AFA's) – CRMP Objective 2**

- 3.4.1 There is no legal duty for Fire Authorities to respond to calls originating from AFA systems to establish if there is a fire. However, as part of the Service Delivery Model (SDM) WMFS responds to automatic fire alarm calls using three Business Support Vehicles (BSVs), therefore protecting front line appliances by attending calls. The BSVs are available between 07:00 and 19:00 which creates further opportunity for the Risk Based Crewing resources to respond to AFA during the evening hours.
- 3.4.2 The review of our approach to AFAs is enabling the consideration of options which will provide a risk-based approach to dynamically mobilising our people and resources to AFAs. Mobilising resources to fires/life risk incidents where the site is not managed will not change.
- 3.4.3 Alternative options to responding to sleeping risk AFAs, such as Student Accommodation will further protect the SDM, to ensure resources are available for immediate deployment to high-risk incidents.

- 3.4.4 88% of those who responded to the CRMP public consultation undertaken in 2020 agreed with the development of alternative approaches to AFAs to enable businesses to comply with their fire safety responsibilities.
- 3.4.5 Currently options are being considered for the most appropriate risk-based response to an AFA in the future within the three re categorised types of:
- Non-Sleeping – Shops, offices, licensed Premises
 - Sleeping Managed – Hospitals, Care Facilities, Student Accommodation
 - Sleeping Non managed – Dwellings, Multiple occupancy houses, Sheltered non managed
- 3.4.6 Specifically, the proposed changes to how we respond to Sleeping Managed properties will enable a proportional level of response. This will ensure resources are more readily available to deliver community risk reduction activities across Protection, Prevention and Response.
- 3.4.7 The AFA objective is expected to be implemented in May 2022. Critical to the implementation of this CRMP objective will be the essential external engagement with businesses and communities to ensure wider awareness.

3.5 **Risk Based Crewing – CRMP Objective 3**

- 3.5.1 The risk-based approach to the flexible use of our resources was supported by the Fire Authority in 2019 and is delivered through the delegated responsibilities of the Chief Fire Officer.
- 3.5.2 The existing flexible use of our fleet meets the financial efficiency savings required but also has a knock-on impact on fleet availability, with a number of Brigade Response Vehicles being unavailable at any one time.
- 3.5.3 Risk Based Crewing (RBC) provides an alternative approach to managing risk and finance through our fleet, to ensure we are delivering value for money, whilst providing the best services to meet the diverse needs of our communities.
- 3.5.4 This CRMP objective focuses on lower risk incidents such as secondary fires or special service calls. The aim is to empower fire control and operational officers to make risk-based decisions regarding the right level of resources to mobilise

based on knowledge, experience and professional judgement. This approach builds on our already successful dynamic mobilising concept.

- 3.5.5 RBC has been trialled across Northfield and Hay Mills Fire Stations to understand the impact of the mobilisation of alternative crewing levels (than the standard level of response) to an incident. A further two stations commenced the trial at the end of January 2022, and it is intended, following consultation, RBC will roll out to all stations which operate a Brigade Response Vehicle on core shifts.
- 3.5.6 At the time of writing this report between the initial two trial locations, crews have attended in excess of 390 incidents (since the beginning of the trial in November 2021) where a risk-based decision has been applied. This means that resources have been mobilised with an alternative crewing level than the standard level of response.
- 3.5.7 The trial is constantly being evaluated to ensure the mobilisation of the most appropriate weight of attack in our response to incidents, to meet our diverse incident types. Evaluation also enables ideas and recommendations from our people to be considered and implemented on a regular basis.
- 3.5.8 The implementation of RBC as an alternative approach to the existing flexible use of our fleet will contribute towards savings of £3.8M in 2022-23.
- 3.5.9 During 2022-23 the approach to this CRMP objective will continue to be monitored and evaluated to understand where further transformation and benefit may be realised.

3.6 **Blended Fleet – CRMP Objective 4**

- 3.6.1 This CRMP objective aims to work across the CRMP and its objectives, to continuously explore the opportunities these present in transforming our use of resources and how these can be further enhanced, through adapting and changing our fleet and how it is used.
- 3.6.2 Critical to the future of our blended fleet is not only how it can adapt to changing approaches to the delivery of prevention, protection and response activities but also how external influencing factors such as innovation, sector research and

environmental considerations will impact the type of vehicles required for the future.

- 3.6.3 As with all our CRMP objectives, the aim of blended fleet is to achieve risk reduction activities through prevention, protection and response in an assertive, effective and safe way, continuing to provide an outstanding 5-minute response to high-risk incidents.
- 3.6.4 The initial phase of this CRMP objective has sought to identify potential changes to the resourcing and use of the WMFS current fleet, to support the future implementation of AFA's, RBC and a recent review of attendance to Road Traffic Collisions (RTC).
- 3.6.5 Evidence drawn from the RTC review has identified WMFS is able to respond with a different resource to non-person's reported RTCs.
- 3.6.6 Currently all RTCs are mobilised to as high-risk category 1 incidents and responded to with a fire engine and a crew of at least 5. Data from 2016/2017 -2019/2020 identifies a total of 82.9% of these incidents did not require any type of rescue from the vehicle. These are RTC incidents where attendance and resource would be used to make the area safe and would not necessarily require the crewing levels and resources typically required of a category 1 incident.
- 3.6.7 The outcomes from this review is informing possible changes to incident type categorisation and potential development of the services fleet to attend these incident types leading to the most efficient use of WMFS resources to provide an effective service to the community. Any changes to the risk category will enable these incidents to be considered within the risk based crewing trial.
- 3.6.8 The response to RTC persons reported will remain a category 1 high risk incident and as such are unaffected by the review.

3.7 **Reducing Health Inequalities – CRMP Objective 5**

- 3.7.1 The CRMP and 3 year Rolling Strategy February 2021 Authority report, highlighted the link between health status of an individual and Fire & Rescue related risks such as fire and WMFSs targeted person-centred approach to its prevention interventions. Our Strategy continues to use the principle of

‘upstream activity’, identifying and tackling the causes of the causes of preventable death and related injury, which underpins our prevention activity.

3.7.2 The Reducing Health Inequalities objective aims to:

- enhance the ‘Up Stream’ approach to firefighting through the development of a co-ordinated suite of activities that reduce health inequalities across the life course of a vulnerable person
- reduce the risk and vulnerability to fire and other emergencies and create more resilient communities.

3.7.3 Reducing Health Inequalities seeks to focus on the following areas to enable a whole systems approach to the development of interventions:

People – Delivery of activities that reduce health inequalities through an engaged and competent workforce. This will enable the reduction of risk through increased awareness of the causes of the causes as the wider issues that make communities and individuals more vulnerable to fire. This may include delivering commissioned services where they assist us to make contact with the most vulnerable.

Digital – Using digital technology to enhance the delivery of activities. For example, this has developed through the last 18 months providing for remote safe and wells through Tymly.

Data – Using data to identify vulnerable people or communities working in collaboration with other agencies, sharing data to enhance our ability to target these individuals.

Evaluation of prevention activities will enable WMFS to better understand how effectively it is targeting services, changing behaviours, reducing risk and how services can be improved for the future.

Partnerships and Collaboration – working alongside organisations and partnerships whose priorities are to reduce health inequalities including Local Authorities, Health Trusts, West Midlands Combined Authority and the newly emerging Integrated Care Systems.

The future development of 'reducing health inequalities' as a central focus of WMFSs prevention agenda will require the widest consideration and application of the reduction of risk to those most vulnerable in our communities. These activities will challenge the traditional perception of the role of the fire service. However, aligned to the WMFS Vision and strategic direction as set out in the CRMP and 3 year rolling Strategy, these activities will enhance the 'Up Stream' approach to fire fighting and the role of WMFS and a fire fighter, which is to reduce risk through the delivery of the services of prevention, protection and response.

3.8 Emerging Risks – CRMP Objective 6

- 3.8.1 The Emerging Risks CRMP objective recognises the future impact of external and environmental changes, events which will have an impact on how we deliver our services as well as the skills required of our people to archive this. The pending Commonwealth Games, HS2 development and the need to ensure continued preparedness for Marauding Terrorist Incidents, require a greater understanding and assessment to identify the potential new and increased hazards these present and how they may therefore result in risks to the community.
- 3.8.2 The introduction of a third Technical Rescue Station located at Sutton Coldfield fire station will provide our communities with enhanced capability and capacity to deal with identified emerging risks in an agile and flexible manner.
- 3.8.3 This additional provision increases levels of assurance & resilience in the delivery of WMFS specialist response capability and National Resilience requirements and will enhance our contribution to the 'Prevent Strategy' around extremism and terrorism.
- 3.8.4 It is expected that this additional capability will go live in May 2022. Currently recruitment is ongoing with the first phase resulting in 11 successful candidates supporting our commitments to diversity and inclusion. 27% of new recruits are female and BAME, groups that are underrepresented in our technical rescue units.
- 3.8.5 Engagement with our people internally seeks to ensure that any changes are well understood, and the impact reduced as much as possible,

3.9 **Strategic Influences**

3.9.1 **Fire Reform:**

In the progression of the CRMP and how this will enable the delivery of the Authority's strategy, understanding the potential impact of external influencing factors has been critical to ensure these are factored into planning.

3.9.2 Whilst the fire sector awaits the publication of the Home Office Fire Reform White Paper, which is expected to define the role of a Fire and Rescue Service, there is a clear expectation of transformation set by the government through the Fire Minister of sector reform aligned to performance (productivity), people and governance.

3.9.3 This has created an expectation that whilst further efficiencies may need to be achieved, these should be driven through the diversification of services and increasing value for money.

3.9.4 These expectations are further re-enforced through HMICFRS inspection outcomes which since 2019 have continued to focus on national sector and local Service reform. Leadership, equality diversity and inclusion, decision making, fire fighter roles and pay structures sit at the core of these.

3.9.5 The impacts of the Building Risk Review and the pending Building Safety Bill provide ground-breaking reform ensuring residents and homeowners have more powers and protection with the aim of making homes across the country safer. These will develop the sector's approach to providing protection services to our communities in a way which will be long lasting.

3.9.6 The HMICFRS State of Fire Report 2021, by Sir Tom Windsor, highlights that Fire and rescue services in England have made improvements in some areas but more change is urgently required. This report creates a re-focus on the original recommendations made in The HMICFRS State of Fire Report 2019. These recommendations are expected to be translated through the Home Office Fire Reform White Paper.

3.9.7 The independent HMICFRS led inspection programme, which will inspect WMFS in March 2022, will assure the delivery of services and any changes. Aligned to government expectations, there continues to be a keen focus on evidencing

the continued and improved efficiency and effectiveness of prevention, protection and response services as well as understanding how well the workforce is looked after.

3.10 **Value for Money**

3.10.1 The provision of a one-year financial settlement for 2022-23, whilst providing a level of stability, does not enable the effective planning and delivery of a three-year rolling strategy. The Authority's three-year rolling strategy will require both investment and efficiencies to be made in a way which makes best use of our resources, to deliver maximum community benefit in the achievement of Strategic Priorities and the delivery of the CRMP.

3.10.2 In February 2019 the Authority agreed extant delegations to the CFO, enabling the flexible availability of the fleet to provide efficiency savings of £3.8M as part of a four-year efficiency plan. These ongoing savings, as well as additional external financial considerations, form part of the budget report.

3.10.3 Over the three-year rolling Strategy 2022-25, the delivery of the CRMP objective of Risk Based Crewing (RBC) will provide a more agile and transformational approach to the delivery of the Strategic Priorities and the achievement of efficiency savings in a way which aligns to the CRMP principles set out in paragraph 3.3.5.

3.10.4 RBC moves WMFS forwards in managing fleet in an increasingly flexible way, which focuses on the amount of resource and types of vehicles needed to respond to certain incident types. This continues to ensure that the right resources are available to attend high risk incidents in high-risk areas within 5 minutes.

3.10.5 Further detail of the RBC CRMP objective is set out in section 3.6.

3.10.6 This approach has been supported through the CRMP consultation undertaken in October-December 2020, with 93% of respondents agreeing that WMFS should continue to adopt flexible approaches to managing our resources. Many responses cited the need to be flexible to adapt to the changing demands on the service whilst embracing new technologies. There was also recognition of potential funding cuts which needed to be addressed.

3.10.7 The implementation of CRMP objectives through the three-year rolling Strategy 2022-25 will seek to enable transformation priorities as well as efficiencies required through any future funding reductions through re-configuring and transforming the use of resources and assets in more efficient and effective ways focusing on maintaining and enhancing our Service Delivery Model through ensuring public safety, delivering this within a balanced budget. The implementation of the CRMP objectives will also link to the 3% productivity increase indicated in the collaborative Local Government Association and National Fire Chief's Council's Comprehensive Service Review submission made in the summer of 2021.

3.11 **People**

3.11.1 The delivery of the three-year rolling Strategy is best achieved through a motivated and engaged workforce. Our internal people plan recognises that when our people feel that WMFS is a great place to work, then our communities are the beneficiaries.

3.11.2 Through our renewed People plan, WMFS will ensure a renewed and sustained focus on talent management, engagement and communication, Health, Safety & Wellbeing with an uncompromising commitment to Diversity, Inclusion, Cohesion and Equality (DICE). WMFS will ensure that both physical and mental health issues are treated equally seriously and maintain a continual review of our Health & Wellbeing strategy to make improvements where they are identified.

3.11.3 Our DICE objectives and activities continue to be a key component to ensuring WMFS can achieve its three-year rolling Strategy in the most effective and targeted way. WMFS is introducing the National Fire Chiefs Council (NFCC) Core Code of Ethics into WMFS which will serve as a platform to improve understanding and commitment to the service's core values. We continue to refine our positive action activities to maximise the opportunity of becoming a truly representative organisation.

3.11.4 WMFSs approach to Organisational Development centres around enabling our personal growth which in turn allows greater contribution to making West Midlands Safer, Stronger and Healthier.

3.11.5 Understandably, how we engage and treat our people is a key focus for the Government and Home Office and as such 'People' is a pillar of the HMICFRS Inspection process within which we achieved an overall rating of 'good' during our previous inspection. WMFS has sought continual improvement within the sub-sections identified as 'requires improvement' during the last inspection. In addition, the workforce reform considerations likely to result from the forthcoming Government White Paper, will become clearer over coming months as the paper is published.

3.12 **Digital**

3.12.1 Digital ways of working increasingly support WMFSs ability to operate in a flexible and agile way. Providing new, different and more efficient approaches to enabling the delivery of services to diverse local communities is a critical part to the implementation of our CRMP objectives and three-year rolling Strategy. This not only provides different ways for us to interact with our communities but also protects and increases our physical contact time with them.

3.12.2 Our communities and our people already benefit from innovative ways of working supported by new technologies such as the Dynamic Cover Tool, Microsoft 365 and Tymly. All these tools have provided us with more flexible approaches to working and delivering services in the changing environment that the COVID pandemic presents.

3.12.3 The recent introduction of the first phase of Oracle has seen us transfer a number of processes from Sandwell council into our own systems, for example Payroll. We have also been able to transform how we manage expenses and upgrade our procurement systems, creating different ways of working that will become even more streamlined and efficient through our ongoing transformation journey. One of the critical areas of value from implementing Oracle is that we now have systems that can talk more effectively to each other, making ways of working across WMFS more effective. This has been an area identified both through our previous HMICFRS inspection and our cultural review. The work done provides a foundation from which to keep building and improving our ways of working.

3.12.4 Whilst the ongoing use of digital and data will continue to transform our three-year rolling Strategy, WMFS is acutely aware that those who are most vulnerable may not have access to the technology required, and/or the skills to engage with it. The aspirations set out in our three-year Strategy 2022-25 seek to ensure our services can adapt to meet the needs of these communities as well as enable our communities to engage in a way which increases their opportunity of access to our services. We continue to work with the partners working to improve digital inclusion and poverty.

3.13 **Three Year Rolling Strategy – Vision, Strategic Objectives, Priorities and Goals**

Vision statement

3.13.1 The evidence based CRMP and CRMP objectives set out in this report fully support the continued focus of the recommended Authority strategic direction. This is set out in the current Authority vision of:

‘Making the West Midlands Safer, Stronger and Healthier’.

3.13.2 The Vision statement continues to recognise the risk that continues to exist and increase across the West Midlands and our ability as a Fire and Rescue Authority to seek to prevent and mitigate these risks through our statutory functions of Prevention Protection and Response.

The development of a Mission statement will enable a more effective translation of the Vision to our communities and people. ‘Through our highly trained staff we aim to deliver the best fire, rescue and risk reduction services which have our communities at heart - helping them to stay safe and to thrive.’

3.13.3 To provide greater clarity in the strategic intentions of our three-year rolling Strategy, the SET have considered the outcomes of the CRMP objectives, strategic influences as cited in this report so far and have refreshed the Strategic Priorities as well as defining four Strategic Perspectives with associated goals, which will enable delivery of the Strategic Priorities.

3.13.4 The three-year strategic objectives 2022-25 remain as set out below:

Response: Dealing excellently with incidents

Prevention: Delivering interventions which support safer and healthier communities

Protection: Protecting life and property to make businesses stronger and communities safer

3.13.5 **The refreshed Strategic (Annual) Priorities for 2022-23 are:**

Prevention:

- We will prevent fires, road traffic collisions and other emergencies
- We will focus on reducing health inequalities for our most vulnerable as a means of reducing risk and vulnerability to fires and other emergencies
- We will educate the community to reduce their risk and vulnerability to fires and other emergencies
- We will collaborate, and work in partnership with other organisations to reduce the risk and vulnerability to fires and other emergencies

Protection:

- We will protect you and your property by targeting high-risk buildings and vulnerable businesses
- We will make our communities safer by implementing the learning from independent and sector-led reviews
- We will improve community safety by developing innovative and smarter approaches to help keep your business in business
- We will promote economic growth through the development of sustainable solutions and education to support businesses
- We will reduce disruption to businesses and communities of the west midlands

Response:

- We will respond with the resources you need when you need them to protect what matters to you, to save life, reduce harm and protect homes and businesses
- We will be ready to respond in an assertive, effective and safe way to meet our vision and your expectations.

- We will lead rescue operations, working with others to help make you safer.
- We are ready to respond locally, nationally and internationally.

3.13.6 The SET have identified a number of strategic perspectives which through defined goals will enable the delivery of each of the strategic priorities. The management of these strategic perspective and goals will be achieved through the WMFS 3PT Portfolio approach to project management.

Strategic Perspectives

3.13.7 The Strategic Perspectives set out below provide a focus on the internal strategies that will enable implementation of the Strategic Priorities set out above. Each will contain a set of 'goals' which will provide WMFS and its people with greater context of 'how' the Prevention, Protection, Response Strategic Objectives and Strategic (Annual) Priorities will be achieved. These goals will align to our 3PT framework providing for effective integration into the management of our projects.

Community Risk Reduction

Achieving excellent Community outcomes by reducing risk and vulnerability through a proportionate response to all prevention, protection and operational activities

Enabling Services

Providing effective and efficient systems as part of a sustainable ecosystem which supports our people and services to be excellent.

People

Working together to make WMFS a great place to work for our people for the benefit of our community

Value

Deliver the Maximum Community benefit using the investment available to us

4. EQUALITY IMPACT ASSESSMENT

4.1 The ongoing development and implementation of CRMP objectives through the Vision, Mission and Strategic Priorities set out in the three-year rolling Strategy, are designed to ensure that

our communities and vulnerable groups are not disadvantaged through the delivery of WMFSs services. The risk of fire and other emergency incidents to local communities provide the foundation and evidence base to our CRMP.

Each of the CRMP objectives facilitated through the three-year rolling Strategy, will be subject to equality impact and access assessments to provide the most effective planning and provision of WMFSs services of Prevention, Protection and Response.

5. **LEGAL IMPLICATIONS**

- 5.1 The recommendations in this report ensure the effective and efficient delivery of Fire and Rescue Authority Services as set out on the Fire and Rescue Services Act, Regulatory Reform Order, Emergency Order, Civil Contingencies Act and the National Framework which incorporates the duties of these Acts, but also the requirements for governance and assurance of performance.

6. **FINANCIAL IMPLICATIONS**

- 6.1 There are no direct financial implications to the approval of recommendations in this report.

7. **ENVIRONMENTAL IMPLICATIONS**

- 7.1 There are no environmental implications.

BACKGROUND PAPERS

Our Plan 2021-24

CRMP 2021-23

CRMP and 3 Year Strategy Authority report, 15 February 2021

CRMP Consultation Outcomes SET Report 13 January 2021

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