



# Annual Service Delivery Plan 2020/2021



This annual plan links directly to the Safety Plan and sets out the priority activities for the year 2020/2021

## Our Activities

### Resilient capability to deal with emergency incidents



Preparedness to deal with wildfires locally and to support national deployments

- Enhance our response capability in regard to environmental protection
- Develop our response capability in regard to terrorist attacks
- Review our capability to deal with water incidents including wide area or localised flooding
- Review our capability to work safely at height and effect specialist rescues

### Ensure local policy, training and practice is in compliance with National Operational Guidance and the service continues to learn



- Invest in the capacity to ensure that policies, training documents are up to date, fit for purpose and take into account national operational guidance
- Ensure that the service learns from National incidents and case studies and that the information is shared with fire crews
- Review all on-duty firefighter fatalities in the UK to ensure that historic lessons have not been eroded over time

### Safe and effective working practices for our fire crews



- Refresh the programme of Incident Command training
- Refresh the programme of Training and operational assurance
- Ensure that the service has a safe and effective fleet of vehicles
- Effective Risk assessment practices and procedures
- Improve the process of Fire Safety Visits – to vulnerable people, high risk premises, or hazardous locations.
- Exploration of new appliances, equipment and PPE to make our crews safer and even more effective
- Support a fit and healthy workforce with a focus on physical and mental health

### Learning from the national findings: Grenfell Tower Fire: Phase 1 Report and HMICFRS



- Ensure that all of the recommendations from the phase 1 report are considered and that actions are managed effectively
- Support the NFCC to influence the national picture in response to the recommendations
- Review all operational aspects of fighting fires in high rise residential buildings or complex residential buildings
- Consider all recommendations for Services found during HMICFRS inspection.

### Support our Workforce with effective development and succession pathways



- Ensure that recruitment, training and apprenticeships pathways are as effective as possible to ensure an appropriately skills workforce
- Refresh the promotion pathway including period of development to ensure that the necessary skills and experience are gained and that staff are encouraged to aspire to progress within the service.
- Introduce a fast track system for identifying and developing people with high potential to become senior leaders in the Service

### Innovation



- Achieve technological advances with software systems in fire control, resource management and support software (Firewatch and Office 365)
- Improve the mobilisation of resources to incidents based upon intelligence to ensure the right skills, appliances and equipment are deployed when they are required.
- Achieve better planning and information gathering to improve the focus of our activities to remove, reduce or respond safely to risks to firefighters, people or buildings.

### Collaborate effectively with other emergency services and partners



- Work effectively with Staffordshire Police and West Midlands Ambulance Service in areas where community outcomes are being improved – High risk missing persons support incidents and gaining entry to save lives
- Continue to maximise the use of shared estate with Staffordshire Police in order to reduce cost to the public and create collaborative savings for reinvestment opportunities (Hanley and Tamworth are prioritised sites)
- Work with partners to share information and identify hard to reach vulnerable people

### Maximise the efficiency of resource deployments and availability



- Trial a resource manager to coordinate and improve wholtime and on-call staff availability to provide the best possible fire cover – aligned to risk
- Improve the efficiency of training course completion across the workforce
- Continue the roll-out of the new Rosenbauer fire appliances and a review of the specialist appliances required for the future including ALPs

### What do we expect to achieve?



- A safe and effective workforce
- Value for money
- Shared estates with Staffordshire Police at a number of sites
- Better appliances and equipment in the service
- Reduced absence levels
- More effective collaboration
- Delivery against department plans
- Better outcomes for those involved in incidents
- Improved competency and understanding of risk