

# **West Midlands Fire and Rescue Authority**

## **Executive Committee**

**You are summoned to attend the meeting of Executive Committee to be held  
on Monday, 27 March 2017 at 10:00**

**at Fire Service HQ, 99 Vauxhall Road, Nechells, Birmingham B7 4HW**

**for the purpose of transacting the following business:**

## **Agenda – Public Session**

- 1 To receive apologies for absence (if any)
- 2 Declarations of interests in contracts or other matters
- 3 Minutes of the Executive Committee held on 12 December 2016 **3 - 8**
- 4 Corporate Performance Indicators 2017-18 **9 - 14**

### **Distribution:**

Keith Allcock - Member, Adam Aston - Member, Andrew Cartwright - Member, Stuart Davis - Member, John Edwards - Chairman, Mohammed Idrees - Member, Melvyn Mottram - Member, Robert Sealey - Member, Paul Singh - Member, Gurdial Singh Atwal - Member

**Agenda prepared by Julie Connor**

**Strategic Hub, West Midlands Fire Service**

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electronically on the West Midlands Fire Service website at  
[www.wmfs.net](http://www.wmfs.net)**



## **Minutes of the Executive Committee**

**12 December 2016 at 1000 hours**  
**Fire Service Headquarters, Vauxhall Road, Birmingham**

**Present:** Councillor Edwards (Chair)  
Councillor Idrees (Vice Chair)  
Councillors Allcock, Aston, Barrie, Singh-Atwal,  
Cartwright, Mottram, Davis and P Singh

**Apologies:** Councillors Cartwright and Sealey

### **10/16 Minutes of the Executive Committee held on 10 October 2016**

**Resolved** that with the addition of Councillor Aston to the list of apologies, the minutes of the meeting held on 10 October 2016, be approved as a correct record.

### **11/16 Declarations of Interest**

There were no Declarations of Interest.

### **12/16 Future Governance Working Group Update**

Richard Bacon, Chair of the Future Governance Working Group, attended the meeting. The Group had met twice since the last Executive Committee where he had updated the Members on the progress to date.

The Working Group had been asked by the Authority to develop an options appraisal for the future governance of West Midlands Fire Service and make recommendations to the February 2017 Authority meeting.

It was explained that the Police and Crime Bill sets out the duty for collaboration and efficient and effective working. It

also enabled the Police and Crime Commissioner to put forward a business case for Police and Fire collaboration which extends to a Police and Crime Commissioner taking on the future governance of Fire and Rescue Services. The Working Group looked at the areas for collaboration first of all and how efficiency and effectiveness could be achieved. There had been full involvement from representatives of the Home Office, Combined Authority and Emergency Services and the Chief Executive from Solihull MBC had also attended two meetings. The focus of the first meetings was improved outcomes for the people of the West Midlands.

The Group then went on to look at the four possible Governance options:

Combination of Regional Fire Authorities  
Combined Authority & Mayor  
Police and Crime Commissioner/Fire Merger  
A reformed Fire Authority

A presentation had been received from a senior representative of each option on the legislative and structural considerations of each governance options as well as how they would deliver future governance. The Working Group had been pleased with the quality of thought and analysis provided in the presentations.

Whilst the final assessment and conclusions of the working group are scheduled for the 13<sup>th</sup> January 2017, the following

#### Combination of Regional Fire Authorities

The Working Group were in no doubt that this option could provide significant value for money but felt there was little appetite for this option. An opinion shared by Home Office Ministers. The disadvantages of this option were the boundaries and shape of the West Midlands region and the different service delivery models.

### Combined Authority and Mayor

The Working Group noted the fixed dates of the Combined Authority and the Mayoral elections would be taking place in May 2017. Mayoral candidates had begun to talk about their campaigns and how they would lead the Combined Authority.

The PCC term will last until 2020 and this may or may not be a factor to be considered. However, the Metropolitan District Councils are Constituent members and the Fire Service and many other councils are Non-Constituent members which is good for collaboration. Currently, Health is not part of the Combined Authority but with the Mayor this may change and there are links to be made but this maybe some way off.

### Police and Crime Commissioner/Fire Merger

It was felt that this could be bought about fairly quickly and the Home Office have been made aware of the nine business cases around the country where the PCC wishes to provide governance for the Fire Service. It isn't known how this will engender better collaboration with Authorities and the Health Service and would not be as easy in the West Midlands, but the option is still there.

It was noted that the PCC Governance structure is new and the Combined Authority governance structure is still forming and there are many questions and issues to be resolved. The Group were unaware of any hard evidence on how PCC governance would be more or less effective than other forms governance.

### Reformed Fire Authority

It was noted that there was a lot taking place nationally and the Authority has always focussed on value for money, despite the potential for future changes in governance.

The Chair of the Working Group thanked the Clerk and the team for contributing excellently to the work of the Group and for their research in preparing detailed information about future governance options.

The Working Group had carried out a really useful exercise that had focussed their minds on the current position, identifying the governance options and what services and collaboration the Fire Service could deliver in the future. The focus had been on efficiency and effectiveness, as well as operational excellence. The group wanted to preserve this for the future and didn't want to dilute the current excellent service provided to the communities of the West Midlands.

Local accountability and the ability of Members to impact on holding the Service to account and scrutinise decisions was important.

It was noted that Brandon Lewis, MP, the Home Office Minister had made a speech recently where he had set out an expectation for PCCs through the PCCs Association to use the power they have been given through legislation and there was some momentum behind this.

The Working Group had looked objectively at this and felt that the Fire Authority saw its future with the Combined Authority and the Mayor going forward to support the best delivery of services for the future.

The Working Group would be looking at the options in January 2017 to help the Authority shape the way forward. The outcomes would need to be taken into account in any future business cases.

In respect of the Fire/Fire collaboration option, other fire and rescue services appear cautious about deeper collaboration or combination. It may become a more realistic option in the future as budgets come under further pressure. All services would want to avoid any degradation of services to the public.

Any outline business case would need to include options in terms of value for money and inter-operability and more details would be required.

In response to a Member's enquiry about attendance standards, the CFO explained that the Integrated Risk Management Plan provides evidential proof of survivability and that the 5 minute attendance standard to high risk incidents make a difference to survivability, but this is considered in the light of financial constraints.

It was noted that London Fire Brigade and Manchester Fire and Rescue Service are the nearest comparators to the West Midlands and both will be governed under Mayoral arrangements, signalling that change and/reform were inevitable and not optional.

It was noted that both Hampshire and Cleveland Fire and Rescue Services had reformed the size of their Fire Authorities and eight fire services in Scotland had been merged into one national service.

A report on the future Governance of the Fire Authority would be prepared for the meeting of the Fire Authority scheduled for the 20 February.

The Chair of the Group, Richard Bacon, stated that he had worked with local government for a number of years at a strategic level and he felt that the Fire Service's link back to the people of the West Midlands is the best example he has seen. There were threats to the future of Fire Authority, but he felt that the Authority should continue to collaborate with other services and to look afresh at how these continue to improve in the future, following the approval of the Report and in the months that follow.

The Chair thanked Richard for his work and his commitment to the Working Group.

The meeting concluded at 1030.

Contact Officer: Julie Connor Strategic Hub West Midlands Fire Service 0121 380 6906
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# **WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

## **EXECUTIVE COMMITTEE**

**27 MARCH 2017**

### **1. CORPORATE PERFORMANCE INDICATORS 2017/18**

Report of the Chair of the Scrutiny Committee

RECOMMENDED

THAT Executive Committee approves the Corporate Performance Indicators (PIs) and targets for 2017/18 as set out in Appendix 1.

### **2. PURPOSE OF REPORT**

This report is submitted to seek approval for the corporate PIs and targets for 2017/18 and to provide information to the Executive Committee about the rationale that formulates the revised targets.

### **3. BACKGROUND**

- 3.1 In accordance with its planning framework, the Service has reviewed its rolling three year corporate strategy – The Plan 2017 – 2020. As part of this approach at the meeting on 20 February 2017 the Authority approved the revised outcomes. These are set out in The Plan and are enablers to achieving our vision of “Making West Midlands Safer, Stronger and Healthier”.
- 3.2 Following approval of the outcomes set out in The Plan, the ACFO Service Delivery, as the lead officer for scrutiny matters, has worked with stakeholders to:-
  - Consider past performance results.
  - Review the internal strategies and approaches and external influencers that will shape our 2017-18 performance and drive the target setting.

- Identify the appropriate PIs for 2017/18.
- 3.3 In accordance with the Service's commitment to enabling governance through effective engagement and transparency and in line with the constitution, officers met with the Scrutiny Committee Chair on 20 February 2017. At this meeting the Scrutiny Committee Chair recommended that the proposed corporate PIs and targets for 2017/18 be submitted to Executive Committee for approval.

### **Setting PI targets 2017/18**

- 3.4 Graduated Tolerances have been introduced for 2017/18, this assists when the numbers are small at the beginning of the year. A bigger tolerance is allowed in Quarter 1 which decreases when we get to Quarter 4. This is to aid the interpretation of performance indicators that could be misled by being red when the numbers are only marginally above the target.
- 3.5 The performance indicator numbers for 2017/18 remain the same as 2016-17 with the exception of the People Support Services performance indicators where an additional indicator has been included. PI17a is the PI for 'The percentage of uniformed staff from BME communities'. This is in addition to PI 17 'The percentage of all staff from BME communities'.
- 3.6 The targets that have been set for 2017/18 have taken into account the commitment to improving services and outcomes to the community. All the targets have been set either below or at the three year average performance outturn except for PI10.
- 3.7 PI5 – The percentage of safe and well checks referred by our partners, has been set at 40% for many years. During 2016/17 this has been achieved, 41.8% of referrals are from our partners. The partnership team have been restructured and are now supporting the commands with partner activities, as a consequence the target has been increased to 50%.
- 3.8 To reflect the target increase of the Safe and Well referred by partners (PI 5) to 50%, the number of Sale and Well points (PI 6) has been increased from 135,000 in 2016/17 to 275,000

for the year 2017/18. This will be achieved by conducting an average of 1.5 Safe and Well visits per appliance, per day. Currently the average score for a Safe and Well visit is over eight points, which is evidence in itself that the most vulnerable members of the community are being targeted.

- 3.9 PI10 – The number of arson vehicle fires has been steadily rising since 2012/13. Despite all of the interventions and activities that we have been delivering, this increase is predicted to continue. This increase is also being experienced across the other Metropolitan Brigades and is a national issue. Work is being carried out with other Fire and Rescue Services to look at the impact of these incidents to understand how we can effectively and sustainably reduce the number of incidents. Subsequently the target for 2017/18 has been increased by 19% on the 3 year average which represents a 0% increase on 2016/17. Future work to reduce incidents will include adopting a collaborative approach involving closer working with West Midlands Police, the Combined Authority and other Community Partnership Groups.
- 3.10 PI14 – The number of false alarm calls due to fire alarm equipment in dwellings & non-domestic properties, the target has been set at 10% below the three year average. The proposed reduction in the number of incidents can be achieved through maintaining the fleet of 3 brigade support vehicles and working to prevent automatic fire alarm actuations rather than the current practice of working with businesses following actuation.
- 3.11 PI16 – The target for the number of female uniformed staff for 2017/18 has been set at 6.4%, 89 members of staff. The positive action strategy for attraction and selection supports this ambition.
- 3.12 PI17a – The percentage of uniformed staff from BME communities is a new indicator. The target for 2017/18 is 9.8%, which equates to 35% of the seventy new recruits. This links into the positive action strategy as mentioned in 3.11.

#### 4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out. The matters

contained in this report do not relate to a policy change.

5. **LEGAL IMPLICATIONS**

There are no direct legal implications arising from this report.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. It should be noted that the Authority's approved 2017/18 budget is aligned to and will support the delivery of The Plan.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

The contact name for this report is Assistant Chief Fire Officer Gary Taylor who can be contacted on 0121 380 6914.

**BACKGROUND PAPERS**

Fire Authority Agenda Item 7, 20 February 2017, The Plan 2017/20.

COUNCILLOR CHRIS TRANTER  
CHAIR, SCRUTINY COMMITTEE

# Appendix 1

Number	Performance Indicator	Overall target expressed as a % - /+ against 3 year performance average	Overall Target 17/18*
PI 1	The Risk Based Attendance Standard – Category 1 Incidents		5 mins
PI 2	The number of accidental fires in dwellings	-5%	1,578
PI 3	Injuries from accidental fires in dwellings (Taken to hospital for treatment)	0%	65
PI 4	The number of deaths from accidental fires in dwellings	We seek to minimise deaths from fires	No target set
PI 5	Safe and Well Referred by Partners		50%
PI 6	Safe and Well Points		275000
PI 7	Killed or Seriously Injured in road traffic accidents	0%	1080
PI 8	The number of arson fires in dwellings	-10%	186
PI 9	The number of arson fires in non-domestic premises	-5%	161
PI 10	The number of arson vehicle fires	+19%	901
PI 11	The number of arson rubbish fires	-10%	1,918
PI 12	The number of arson fires in derelict buildings	-10%	146
PI 13	The number of accidental fires in non-domestic premises	-10%	423
PI 14	The number of false alarm calls in dwellings and non-domestic premises	-10%	5,462
PI 15	The percentage of employees that have disclosed their disabled status		100%
PI 16	The number of female uniformed staff	+6.4%	89
PI 17	The percentage of all staff from BME communities		11.2%

<b>PI 17A</b>	The percentage of uniformed staff from BME communities		9.8%
<b>PI 18</b>	The average number of working days/shifts lost to sickness - all staff	-23%	5.2
<b>PI 19</b>	The average number of working days/shifts lost to sickness - uniformed staff	-23%	5.2
<b>PI 20</b>	The average number of working days/shifts lost to sickness - non-uniformed and Fire Control staff	-20%	5.2
<b>PI 21</b>	The total number of injuries (employees & non-employees)	-10%	130
<b>PI 22</b>	The total number of RIDDOR injuries	-5%	18
<b>PI 23</b>	To reduce the Fire Authority's carbon emissions	-1%	6,468
<b>PI 24</b>	To reduce gas use of Fire Authority premises	-5%	10,196
<b>PI 25</b>	To reduce electricity use of Fire Authority premises	-2%	5,622

\* Based on 2014/15, 2015/16 out-turn and 2016/17 estimated end of year out-turn and may need to be amended in line with the actual out-turn when these figures are available in May 2017.