

# West Midlands Fire and Rescue Authority

## Collaboration and Transformation Committee

You are summoned to attend the meeting of Collaboration and Transformation Committee to be held on Monday, 04 September 2023 at 10:30

At Fire Service Headquarters, 99 Vauxhall Road, Nechells, Birmingham B7 4HW  
and digitally via Microsoft Teams

for the purpose of transacting the following business:

### Agenda – Public Session

Item No.

- |   |  |         |
|---|--|---------|
| 1 | To receive apologies for absence (if any)  |         |
| 2 | Declarations of interests  |         |
| 3 | Minutes of the Previous Collaboration and Transformation Committee held on 15 May 2023 | 3 - 8   |
| 4 | 91508233 Collaboration and Transformation Committee Areas of Focus 2023-24             | 9 - 14  |
| 5 | 92408235 Work Programme 2023-2024  | 15 - 16 |
| 6 | <b>Any other business</b><br>Discussion of any other business not on the agenda.       |         |
| 7 | <b>Date of next meeting</b>  |         |

#### **Distribution:**

Gurdial Atwal - Vice Chair of Collaboration and Transformation Committee, Jasbinder Dehar - Chair of the Collaboration and Transformation Committee, Simon Foster - Police and Crime Commissioner, Peter Hogarth - Member, Parbinder Kaur - Member, Ian Kettle - Member, Gavin Lloyd - Member, Sybil Spence - Member

This meeting of the West Midlands Fire and Rescue Authority will be held at Fire Service Headquarters.

The meeting will also be held digitally via Microsoft Teams allowing observers to access remotely. To access the meeting, please contact a member of the Portfolio, West Midlands Fire Service, who will be able to provide login details (please note that Microsoft Teams is not required to join a meeting) or provide guidance if you wish to attend in person at HQ.

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This agenda and supporting documents are also available  
electronically on the  
[West Midlands Fire Service Committee Management Information  
System](#)**

**Minutes of the Collaboration and Transformation Committee**

**15 May 2023**

Conducted as a public meeting at Headquarters and digitally via Microsoft Teams

**Present:** Councillor Dehar (Chair), Councillor Atwal, Councillor Iqbal, Councillor Hogarth and Councillor Kettle

**Virtual:** Councillor Lloyd, APCC Wasim Ali and Prof Simon Brake.

**Officers:** Wayne Brown, Tom Embury, Mike Griffiths, Hannah Spencer, Kash Singh and Kamla Devi-Ahir and Kirsty Tuffin

**Please note:** Councillor Kettle joined at 10:50am (Agenda item 5).

01/23 **To receive apologies for absence (if any)**

No apologies for absence were received.

02/23 **Declarations of Interest**

There were no declarations of interest received.

03/23 **Minutes of the Collaboration and Transformation Committee held on 27 February 2023**

Resolved:

1. That the Minutes of the Collaboration and Transformation Committee held on 27 February 2023 were approved as a correct record of proceedings.

04/23 **Consultation Update**

Hannah Spencer, CRMP Manager, presented the CRMP Consultation Update report in relation to the collaboration elements of the consultation.

The Committee were advised that the Authority would need to develop the next Community Risk Management Plan (CRMP) for a further three-year cycle, in line with the National Fire and Rescue Framework. A public consultation must take place, with the last one conducted in 2020. The five key themes highlighted were:

1. Prevention
2. Protection
3. Response
4. People
5. Sustainability

Emphasis was placed upon the need for responses representative of the West Midlands. Collaboration with West Midlands Police and the Ambulance Service would be essential in reaching the most vulnerable in the community. Members were advised that any additions desired by Members could be included with emphasis being put on the following questions to Members:

1. How could Members further promote our consultation to support meaningful and representative responses from the public, staff, and partners?
2. Are you aware of any other stakeholders that are not listed in Appendix 1 that we should engage with as part of the consultation?
3. Is there anything you need in order for you to support and promote the consultation? (e.g., we are developing a consultation pack to provide the relevant background information to support our staff to promote the consultation).

Following queries, Hannah advised Members that the last public consultation received 11,000 responses during the covid period. Tom Embury, Deputy Clerk, advised Members that as part of initial engagement, emails circulated would not be generic and personalised emails be sent to all relevant groups. The surveys would also be designed for three different stakeholder groups – staff, partners and the public. The CFO emphasised the desire and value for member support in circulating the survey via their contacts, public and partners. It was agreed that a list of stations and open days be circulated to Members once established. Councillor Iqbal advised that the consultation could be circulated through the Council ward forums, once the consultation goes live.

Resolved:

1. That it be agreed that the report be noted.
2. That members provide responses to the questions outlined in paragraph 3.5.2 to officers.
3. That it be agreed that a list of stations and open days be circulated to Members once established.

05/23

### **Collaboration and Transformation – Digital, Data and Innovation**

Kash Singh, Head of Digital and Data, presented the Collaboration and Transformation – Digital, Data and Innovation report that outlined the ongoing digital transformation introduced through the West Midlands Fire Service (WMFS) Digital, Data and Innovation Strategy and provide an update on the key transformation projects.

The Committee were advised that WMFS had been working with partners and charities as part of the West Midlands Coalition for Digital Inclusion to provide digital access to as many individuals in the community as possible. Initiatives such as ‘Warm Spaces’ continued to develop and enhance access in the communities. The team had also been working with universities such as Aston. WMFS continued to provide digital services to South Wales, Staffordshire and Shropshire Fire and Rescue Services.

The Committee were advised that WMFS Innovation stations would be trialling new technology for Incident Command software to try and help spend more time in communities but also, ensuring that the firefighters involved remain safe. Investment would also be looked into for the emergency response and 999 call handling systems and updates would be provided to the Committee.

Following queries around employees with dyslexia, the CFO advised Members that WMFS had been an inclusive employer and where reasonable adaptations could be made, the service would ensure this is done to support employees. All employees had to go through a rigorous appointment/training process and should an individual not pass the risk critical standard for the job than they would be

unsuccessful. Support would always be given if required but safety would also not be impacted.

Resolved:

1. That it be agreed that the ongoing commitment organisational to digital transformation and collaboration be noted.
2. That it be agreed that the progress on Oracle cloud project, legacy systems transformation and operational mobile device projects be noted.

06/23

**Flexible and agile working impacts on the service**  
**[verbal]**

Kamla Devi-Ahir, Senior Business Partner, People Support Services, provided an overview of the flexible and agile working impacts on the service.

The Committee were advised that the service was working in a hybrid manner, blending both working from home and the office environment. Employees are expected to attend the office the majority of the time and had been reminded of this via the Chief Fire Officers (CFO) updates at the All-Staff Engagement Forum. Should employees wish to reduce this number, managers would assess their requirements on a case-by-case basis. The Joint Consultative Committee approved the revised agile working policy three times since July 2021 to adapt.

Following queries, the Committee were advised that one grievance relating to flexible/agile working had been received and had been resolved. HR had not been made aware that individuals had left the service as a result of the hybrid approach which would be reflected in the 'exit interviews' conducted for all leavers. Mike Griffiths reassured Members that agile working had helped retain employees and had been in line with market expectations.

Following concerns with the transfer of knowledge through a digital approach, the CFO advised the Committee that following COVID, the service had adapted and brought a new way of working – fully digital/hybrid. The importance of

connectivity of all levels of the services was emphasised alongside the need for flexibility.

Resolved:

1. That it be agreed that the verbal update on the Flexible and agile working impacts on the service be noted.

08/23

**Collaboration and Transformation Committee Work Programme 2022-2023**

Tom Embury presented the Collaboration and Transformation Committee Work Programme that outlined the planned agenda items for the Committee 2022-2023.

The Committee were advised that those reports that had not been brought to committee would be included in the 2023-2024 work programme, as per the document. The draft plan would be included on the next Committee meeting.

Resolved:

1. That the Collaboration and Transformation Committee Work Programme 2022-2023 be approved.

09/23

**Any other business**

Thanks was given to the Chair of the Committee and Officers for all their work conducted throughout the last municipal year.

The meeting ended at 11:15am.

Kirsty Tuffin Democratic Services Officer Portfolio 0121 380 6906
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**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

Item 4

**COLLABORATION AND TRANSFORMATION COMMITTEE**

**4 SEPTEMBER 2023**

1. **COLLABORATION AND TRANSFORMATION COMMITTEE  
AREAS OF FOCUS 2023/24**

Report of the Chief Fire Officer

RECOMMENDED

- 1.1 THAT Committee members note the recent update of the Committee terms of reference agreed at the Authority AGM on 26 June 2023.
- 1.2 THAT Committee members consider areas of focus for a 2023/24 Collaboration and Transformation Committee Forward Plan.

2. **PURPOSE OF REPORT**

- 2.1 To provide an update on the expanded terms of reference for the Collaboration and Transformation Committee, which should help focus decisions on future areas of interest.
- 2.2 To foster discussion amongst Committee members on the priorities for the Collaboration and Transformation Committee in 2023/24 aligned to the terms of reference.

3. **BACKGROUND**

3.1 **Collaboration and Transformation Committee Terms of Reference**

As part of the wider update of the WMFRA Constitution approved at the Authority AGM on 26 June 2023, the terms of reference of the Collaboration and Transformation Committee was updated, in line with all other committees, to ensure it remained aligned to the agreed purpose of the committee and provided sufficient clarity. The updated terms of reference can be found in **Appendix A**, with changes from the previous terms of reference highlighted in red.

### 3.2 **Areas for Consideration by the Committee for development of 2023/24 Work Plan**

In order to deliver against its terms of reference covered under section 3.1, the C&T Committee is expected to scrutinise relevant topics and to submit findings and recommendations to the Authority for consideration.

A number of areas have been carried over from 2022/23 workplan, including CRMP Consultation Outcomes, the implementation of the Serious Violence Duty and Digital Transformation Updates. The key area of fire-ambulance collaboration (which falls under the Blue Light “Duty to Collaborate”) has been referred to the Scrutiny Committee for further consideration in 2023/24.

However, there are a range of further areas of potential collaboration and transformation which may be of interest to the committee.

The table below (Fig.1) outlines a range of potential collaboration areas and anticipated developments which may be topics of interest for the Committee in 2023/24. Committee members may wish to suggest further areas of focus during discussion.

***Fig. 1 – Areas for consideration for Collaboration and Transformation Committee Work Plan***

Topic	Detail
CRMP Projects	Ongoing oversight of the collaborative aspects of the various CRMP projects, including relevant digital developments.
Fire Reform – Consultation response	Subject to a government response, evaluation of the transformational and collaboration aspects of the Fire Reform Agenda from central government.
Collaboration with Police services	Assessment of strengths and weaknesses of current collaboration and opportunities for further collaboration with West Midlands Police and neighbouring forces, including in terms of shared services and estates.

Collaboration with regional fire and rescue services	Assessment of strengths and weaknesses of current collaboration and opportunities for further collaboration with neighbouring Fire and Rescue Services.
Digital Transformation	Ongoing oversight of WMFS Digital Transformation journey.
West Midlands Combined Authority (WMCA) Trailblazer Devolution Deal	The devolution deal, published earlier in 2023, will see new powers and funding devolved to the West Midlands Combined Authority. Committee could explore opportunities for WMFS to collaborate in these new areas and the strength of existing collaboration and participation with WMCA.
Local Authority Collaboration	Assessing the strengths, weaknesses and further opportunities of WMFS collaboration with the seven constituent authorities of the West Midlands in areas such as housing, health and wellbeing and education. Specifically considering the role of Authority members in facilitating such collaboration.
Third Sector/Community Collaboration	Seeking to understand and promote WMFS's existing work with Third Sector Partners at a service and station level, and opportunities to expand.
Health and Social Care	Further opportunities to collaborate with the Health and Social Care reform agenda – especially in relation to our efforts around Reducing Health Inequalities (CRMP objective)

### 3.3 **Development of 2023/24 Forward Plan**

Committee are asked to consider any areas from the above table and their own thoughts for inclusion in the 2023/24 workplan. It is important that any such areas remain in line with the agreed terms of reference, specifically in relation to transformation and strategic collaboration.

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

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

### 5. **LEGAL IMPLICATIONS**

The detail in this report enables the Authority to ensure alignment to the National Framework for Fire and Rescue Authorities 2018 and the Duty to Collaborate as set out in the Policing and Crime Act 2017.

### 6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications.

### 7. **ENVIRONMENTAL IMPLICATIONS**

This paper has no direct environmental implications.

## **BACKGROUND PAPERS**

WMFRA Constitution – June 2023

The contact for this report is Tom Embury, Deputy Clerk.

Wayne Brown  
CHIEF FIRE OFFICER

**APPENDIX A****Collaboration and Transformation Committee**

7.1 The Authority has established a Collaboration and Transformation Committee of seven members, **with a quorum of three members who are eligible to vote.**

**7.2 Role and Functions-**

To support the Fire Authority's role and responsibility with regards to:

7.2.1 The strategic development and assurance of transformational collaborative working agreements (up to implementation) aligned to the 'Duty to Collaborate' (Policing and Crime Act 2017) and/or the delivery of the Authority' Strategy, The Plan.

**7.2.2 To review the strengths, weaknesses and opportunities of strategic collaboration work between the service and regional partners.**

**7.2.3 To receive updates on digital innovations and strategic collaborations with other organisations.**

7.3 Findings and recommendations of the Collaboration and Transformation Committee are to be submitted to the Authority by the Chair of the Collaboration and Transformation Committee.

7.4 To submit its minutes to the Authority



**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**  
**COLLABORATION AND TRANSFORMATION COMMITTEE**  
**WORK PROGRAMME 2023/24**

Date of Meeting	Item	Responsible Officer	Completed
<b>2023</b>			
4 <sup>th</sup> September 2023	Revised Collaboration and Transformation Committee Terms of Reference  Collaboration and Transformation Committee areas of focus 2023/24  Collaboration and Transformation Committee Work Plan 2023/24  Minutes of the Collaboration and Transformation Committee	Deputy Clerk  Deputy Clerk  Democratic Services Officer  Democratic Services Officer	4 <sup>th</sup> September  4 <sup>th</sup> September (combined with the above report)
6 <sup>th</sup> November 2023	Prevention and Health Inequalities – Strategic Collaboration  CRMP Consultation 2023 Outcomes  Collaboration and Transformation Committee Work Plan 2023/24	Head for Prevention  CRMP Manager  Democratic Services Officer	

	Minutes of the Collaboration and Transformation Committee	Democratic Services Officer	
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<b>2024</b>			
15 <sup>th</sup> January 2024	Digital Transformation Update  Serious Violence Duty – Update  Collaboration and Transformation Committee Work Plan 2023/24  Minutes of the Collaboration and Transformation Committee	Head of Digital and Data  Head of Prevention  Democratic Services Officer  Democratic Services Officer	
8 <sup>th</sup> April 2024	Collaboration and Transformation Committee Work Plan 2023/24  Minutes of the Collaboration and Transformation Committee	Democratic Services Officer  Democratic Services Officer	
2024-2025 Municipal Year (Dates TBC)	Collaboration and Transformation Committee Work Plan 2024/25	Democratic Services Officer	

\*Depending upon Government/HMICFRS publishing timelines