

West Midlands Fire and Rescue Authority

Scrutiny Committee

You are summoned to attend the meeting of Scrutiny Committee to be held on

Monday, 22 April 2024 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 Scrutiny Committee held on 4 December 2024 | 4 - 12 |
| 4 | Scrutiny Review of Safe & Well (SAW) | 13 - 28 |
| 5 | DICE Update | 29 - 38 |
| 6 | Fire Control Performance Report | 39 - 46 |
| 7 | HMICFRS Spotlight Report Update
[Verbal Report] | |
| 8 | Diversity in Recruitment
[Verbal Report] | |
| 9 | Scrutiny Committee Terms of Reference Review | 47 - 51 |
| 10 | Scrutiny Committee Work Programme 2023-24 | 52 - 55 |
| 11 | Date of next meeting | |

Distribution:

Gurdial Atwal - Member, David Barrie - Member, Simran Cheema - Member, Jasbinder Dehar - Vice Chair of the Scrutiny Committee, Gavin Lloyd - Chair, Catherine Miks - Member, Vera Waters - 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 Scrutiny Committee
4 December 2023

Item 3

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

Present: Councillor Lloyd (Chair), Councillor Miks, Councillor Atwal,
Councillor Barrie
Virtual: Councillor Dehar
Officers: Richard Stanton, Kelly Harding, Karen Gowreesunker,
Chandni Patel

09/23 **Apologies**

No Apologies were received.

10/23 **Declarations of Interest**

There were no declarations of interest received.

11/23 **Minutes of the Scrutiny Committee held on 11
September 2023**

Resolved:

1. That the minutes of the Scrutiny Committee held on 11 September 2023 were approved as an accurate record.

12/23 **Scrutiny Review of Training and Development**

Karen Gowreesunker, Clerk to the Authority, provided an update on the report. As per the report, in item 3.1 in April 2023, members agreed on terms of reference for Scrutiny Review of Training and Development which set out aims for the review which are provided in more detail within the report.

At the same time that this review was being developed, the service has been undertaking an internal review of our Distributed Training Model. The DTM review is aimed at understanding the benefits and disbenefits of the existing model and developing a training model which delivers the

most efficient and effective development to our staff across the suite of core competencies.

Karen Gowreesunkar provided further updates on section 6 of the report, Recommendations, and further considerations.

Item 6.3.1 provides a recommendation on investment in training equipment.

Following concerns Richard Stanton, Assistant Chief Fire Officer, advised the recommendations provided are based on the feedback provided by the committee and from individuals within the organisation. There is a risk of missing opportunities on how we can improve if we are to reduce the number of recommendations we include.

Councillor Miks raised a concern about labelling and ensuring all groups are represented. This organisation does ensure equality and representation are at the forefront of everything we do, therefore the recommendation feels like a criticism rather than a recommendation.

Resolved

1. Within items 6.3.4 and 6.3.5, add further information reflecting on how the service is progressing and improvements made to date.

Regarding recommendation 6.4.3, steps to improve team bonding for trainees, this is an area for further consideration.

Following queries, Karen Gowreesunkar advised that at the beginning of the training programme, there may be an opportunity to incorporate exercises and change the environment so the individuals can bond more within that 12-week programme.

Resolved

1. To alter this recommendation to include a day of team bonding exercises before the trainee course officially begins.

Item 6.5.1, recommended we have a specific focus on progression into supervisory and middle manager posts for underrepresented groups.

Councillor Ward advised that he found one of the barriers to progress is that they have additional learning needs. We will need to ensure that it is reviewed.

Richard Stanton informed members we have a number of stakeholder groups which allow individuals to provide support and provide assistance.

Richard Stanton informed members that Julie Faruggia won the award for Neurodiversity at the WMFS Rewards and Rewards event. At the Excellence in Fire and Emergency Awards in London, she won yet another award as the Neurodiversity champion.

Councillor Lloyd informed members that item 6.6.1 has a section on neurodiversity alone and is being constantly monitored by the organisation.

Following concerns, Kelly Harding informed members that from an internal perspective, there is support for people going through promotion processes. From an external perspective, we are considering whether we want to publish elements of the Plan and the Strategy in languages other than English to reach other communities.

Regarding recommendation 6.6.2: Collect data on unsuccessful candidates from underrepresented groups, Councillor Miks expressed concern about candidates not receiving any feedback which then does not provide any relevant data. It would be beneficial for us to have this data, especially from those who have applied multiple times.

An external company 'Thinkology' is being used to capture a lot of the data for us. We have seen from the data those who are less likely to succeed than others. For example, the dropout numbers for female candidates are significantly higher in comparison to male candidates.

For Female candidates, support is provided to ensure they are prepared for the physical elements of the test. This includes building their confidence.

We could speak with Thinkology to see if we can get a generic breakdown of what they could do to improve. This could be included as part of the summary if they are not successful.

Resolved

1. To identify and provide data as to the specific groups who are not successful through the entry programme.

All recommendations, following changes are approved.

These papers will be circulated to all members of Scrutiny.

13/23

Scrutiny Committee Reviews 2024-25

Karen Gowreesunker provided an update on this report. This report is for the Scrutiny Committee to consider the next themes for review to commence in 2024.

Item 4 within the report, asks for areas for the next review. As per 4.3 recent discussions which have taken place during Collaboration and Transformation Committee meetings regarding Blue Light Collaboration could also be considered for scrutiny review.

Members of the Committee may also want to consider re-engaging through an additional discussion with the Fire Authority during 2024, to consider refreshed themes for future scrutiny reviews.

Councillor Miks suggested the information be fed from Scrutiny to other members of the authority as it will benefit them.

Resolved.

1. To provide a verbal update within MEF to inform members/officers of items that are brought into Scrutiny and any recommendations that may be of use to them.

Resolved.

1. To include Grievance and Discipline (policy) review as one of the themes to consider.
2. To include this item in the Work Programme.

14/23

Dispute Resolution Report

This report recommends that the contents of the Dispute Resolution Report for the period of 1st July 2023 – 30th September 2023 (3-month period) are agreed.

Kelly Harding provided an update on this report and informed members that during this period we have had 4 grievances from individuals and 2 collective grievances.

Regarding grievance 19, this grievance was raised alleging that an organisational recruitment process did not cater for an individual's neuro-diverse needs with no reasonable adjustments made. This grievance was fully upheld.

Regarding disciplinarys there were 16 disciplinary cases in total for this 3-month reporting period. 11 were gross misconduct and 5 were misconduct. 3 resulted in a written warning and 1 retired halfway through the process. All 3 were issued for the same disciplinary.

Following analysis of the equality data, unlike previous reporting periods there is evidence that higher proportion of females than males have undergone disciplinary proceedings. Females make up 26% of the workforce and 56% of all disciplinarys. Therefore, this could be perceived as a significant proportion in comparison to male employees. Of the females identified within this reporting period, approximately one-third fall under a sexual orientation other than heterosexual.

We have 4 successful Employment Tribunal outcomes. We've had positive news linked to Employment Tribunals claims against the Authority, we have had 2 dismissed, 1 claim that was withdrawn and 1 that was resolved internally. There were no unsuccessful Employment Tribunals claim outcomes within that 3-month period.

A new disciplinary process was implemented and feedback from that has been positive. This will be monitored over the year.

Following queries, Kelly Harding informed members that those raising grievances are between the ages of 40-50. We have provided the safety to individuals to feel confident enough to raise concerns which will open us to various issues, but we are handling this the correct way. We will move people around to ensure we backfill any spaces.

Richard Stanton advised that themes are starting to emerge and are aware of them. We are keen to ensure preventative measures are in place.

All recommendations are approved.

15/23

HMICFRS Spotlight Report Update [Verbal Report]

Richard Stanton, provided an update on the HMICFRS spotlight report recommendations. A presentation was shared with members of the meeting.

Richard Stanton advised that there are a total of 35 recommendations, and these have been RAG-rated (Red, Amber and Green) to indicate progress. WMFS have achieved 11 recommendations and there are 7 which are currently in progress. There are 2 that we have not made any progress against as this is linked to the Fire Standards. There are 15 that are linked to Fire and rescue services.

There is progress being made against those considerations in Amber. We are anticipating that by the next Scrutiny meeting they will be delivered against and marked as Green.

Following concerns, Richard Stanton informed members that different Fire and Rescue services may respond to different areas if they are the nearest or neighbouring brigade. We may need to send resources ourselves.

There are 2 mentioned that are listed as Red and are specifically not due for delivery until early March 2024. They currently sit with Fire Standards; it hasn't been amended to reflect that as of yet.

Tom Embury advised that it has been requested that we bring details of those Fire Standards to the Member Engagement Forum and will be coming into future authority meetings.

16/23

Fire Control Performance Report Q2 2023-2024

Kelly Whitmore provided an update on this report. This report is submitted to provide the committee with an update of the operational performance of Fire Control. The report covers a 3-month period for the months of July, August and September.

Regarding Calls received (item 3.1) there was 29% decrease in the number of calls received from the same quarter in 22/23. This is because of a reduction in severe weather-related incidents than the period than the previous year when extreme heat conditions were experienced.

The number of calls received for Q2 23/24 was split 15,049 calls for the West Midlands (75.5%), 4,304 calls for Staffordshire (21.6%) and 568 calls from outside of service areas (2.8%). This ratio continues to be consistent with the previous reporting periods. This is consistent with all of our previous reporting periods with some minor fluctuations.

Call challenge continues to be applied across Staffordshire and West Midlands.

Regarding 3.2 A key performance indicator for Fire Control is the length of time from answering a 999 call to mobilising appliances to category 1 (life and property) incidents. The median call handling for the reporting period was 92 seconds. We have seen a 3-second improvement from the previous report period.

In August the call handling average was 89 seconds which is the lowest it has been since May 2022. Whilst we are above target, we are also making some tangible improvements.

Regarding 3.3 Emergency call ring time demonstrates the reactivity and responsiveness of Fire Control when answering emergency calls. Q2 has seen the average call

ring time increase from 8.87 seconds in Q1 to 11.32, which is a 22% increase.

In Q2 23/24 Fire Control used 999eye 4,705 times, this was for 23.6% of all calls received (including repeat calls). This is slightly down from 5,350 in Q1 which is due to a combination of fewer calls this quarter, and some variance on the incident types within those calls.

A total of 4,660 AFA calls were received for the reporting period. This equates to 31% of all emergency calls received for the quarter for WMFS. There is work carried out with the protection teams to ensure calls are appropriately managed before going to Fire Control.

Following queries regarding duplication of calls, Kelly Whitmore advised that this is taken into account within the total number of calls received. That is then broken down further into a number of incidents we mobilise to.

Following queries, Richard Stanton advised members that there is legislation Regulatory Reform Order- Fire Safety Act 2025 says that business owners and responsible persons must have properly maintained equipment to notify people of a fire alarm going off.

Councillor Miks passed thanks to the call handlers at Fire Control.

17/23 **Scrutiny Committee Work Programme**

Karan Gowreesunker provided an update on the work programme. This has been updated to reflect the terms of reference.

Key Performance Indicators report will usually provide data on absence/sickness levels. Some details will be mentioned in the next Fire Authority meeting next week.

18/23 **Date of Next Meeting**

To note the date of next meeting is to be held on the 22nd April.

Meeting closed 12.09

WEST MIDLANDS FIRE AND RESCUE AUTHORITY ^{Item 4}

SCRUTINY COMMITTEE

22 APRIL 2024

1. **SCRUTINY REVIEW OF SAFE & WELL (SAW) - MARCH 2024 UPDATE**

Report of the Chief Executive Officer

RECOMMENDED

THAT the Committee considers the further progress that has been made against the learning recommendations from the Scrutiny Review of Safe and Well.

2. **PURPOSE OF REPORT**

For the Committee to receive a further update on progress of the delivery of the recommendations from the Scrutiny Review of Safe & Well that was completed in the Spring/Summer of 2023.

3. **BACKGROUND**

- 3.1 At Scrutiny Committee on 7th November 2022, the final report with the findings and recommendations from the review was presented for the Committee to consider and approve. A progress update was presented for Committee on 24th April 2023
- 3.2 This report brings to Committee the progress of the implementation of the recommendations.
- 3.3 The outcomes agreed at Committee on 23rd May 2022 of the review are to evidence that the Prevention objectives in The Plan are being met because:
 - The Service provides the right resources at the right time and in the right place

- The Service is using an evidence-based approach to the delivery of Safe and Well
- There are appropriate resources and support available for those delivering prevention activities
- The Service is targeting its work with partners to keep the most vulnerable people in our communities safe from the emergencies to which we respond

To determine and identify:

- What additional support and resources the workforce would benefit from to enable them to deliver SAW effectively and efficiently
- How the delivery of Safe and Well has been affected by the pandemic (working with partners) and the plan for recovery
- The difference Safe and Well visits make to the safety of our communities

To achieve the agreed outcomes, the review focused on four key areas, these were:-

1. risk stratification including referrals and relationships with partners
2. record keeping
3. delivery including training and development,
4. performance management, quality assurance and evaluation

4. **KEY LEARNING FROM THE REVIEW AND PROGRESS OF RECOMMENDATIONS**

The action plan for the implementation of the recommendations can be found a link in 'the background' section of this report along with the report presented at Scrutiny Committee on 7th November 2022 containing the learning from the review.

The learning from the review generated 10 recommendations which are below along with a progress update for each:-

Recommendation 1

Continue to develop and implement the Tymly system and supporting automated business processes which already includes the following functionality:

- Improvement of administration, communications, and
- onward referral tasks through automated processes
- Prioritises appointments for those most at risk
- Triage lower risk to proportionate interventions
- Broadens the data collection to include all risk and
- vulnerability
- Eliminates the need for paper records
- Records risk and vulnerability at an individual and household level
- Multiple search options including name and DOB
- Mandatory answer requirements for key questions
- Information buttons embedded in the record that provide guidance and support conversations about risk and vulnerability
- Triage CNO case referrals
- Introduces revisit scheduling based on risk remaining after SAW
- Supports two way referral processes into and from SAW
- Self-service for referring partners to obtain feedback on their referrals compliant with GDPR and enables 'sharing ownership of risk'
- Performance management is based on the work done to reduce risk and vulnerability i.e. the impact of the SAW

November 2023: Updates to Scrutiny Committee

- Work to develop the Tymly system to innovate and transform the delivery Prevention activities has continued. In June this year, the recording of CNO cases was moved to Tymly. Alongside the introduction of Tymly for CNO cases, the records for status of CNO referrals and allocation of cases to CNOs was moved to SharePoint list taking advantage of the functionality of O365. This also enabled Operations Admin Teams across all Command to streamline and standardise these processes. Aligned to the use of Tymly and O365, we

have also been able to introduce a PowerBi dashboard to monitor performance and understand the multiple and complex needs of those being supported by CNOs.

- Functionality of the O365 SharePoint list has also improved visibility of case management and therefore our awareness of risk. This means that we are better able to evidence our work to reduce risk and vulnerability and improve safety, health wellbeing and quality of life for those that the CRMP identifies as being most at risk and vulnerable to fire.
- This visibility and standardisation of process has supported Prevention and CNOs to reduce the number and length of time that people wait to be allocated for support from a CNO.
- The project scope for Tymly to deliver all Prevention activities and education programmes, including SAW is now complete and has been changed to include the requirements for Safeguarding records so that it incorporates this too.
- An 'early market engagement' process to determine the most efficient and effective approach to deliver the remainder of the system for all activities and programmes has been completed.

March 2024: Updates to Scrutiny Committee

- Work to develop Tymly paused due the system limitations and ICT capacity.
- At the end of 2023 a review of the user requirements for an alternative digital platform to record all Prevention activity was carried out with an ICT Business analyst, using the Must, Should, Could and Wont (MoSCoW) method of prioritisation.
- Early market engagement process to procure an off-the-shelf low/no code system went ahead in January. Interested suppliers presented options to WMFS. Prevention is currently working with procurement on options to determine whether a tender process is required or a direct award to the preferred supplier is appropriate.
- Whilst the work to procure and implement a new ICT system continues, CNO case management is now business as usual using O365 and monitoring data using PowerBi.

- Since July 2023, Prevention have re-aligned the work of an individual in the team to work as a CNO full time. When this individual started their work, there were over 200 people waiting to be allocated to a CNO for support. This is now between 15 and 25 people waiting at any one time.
- A review of the delivery of Prevention Specialist Activity Roles which included the role of CNO was concluded in March 2024 and the outcome approved by SLT on 2nd April 2024. The outcome of the review is a new delivery model for this work which will create a small, dedicated team to ensure that the service provided to those who require the support of a CNO is provided in a timely way to those that the CRMP identifies as being most at risk and vulnerable.
- Guidance to support Operational Personnel and CNOs has been reviewed and updated to improve performance and ensure that only those whose needs are complex enough to require support from a CNO are referred for this and this includes a comprehensive triage system with set criteria.
- The work to procure and implement the new ICT system is delivered through the 3PT project processes and governance arrangements.

Recommendation 2

Continue to review, improve, update, and raise awareness of the guidance, and support available on MESH. This should include:-

- Quality assurance and evaluation
- Good practice for information sharing
- Purpose and use of the Organisational Performance PowerBi dashboard for SAW
- Links to relevant organisational policies

November 2023: Updates to Scrutiny Committee

- Evaluation and quality assurance MESH information pages are now live
- The SAW MESH pages continue to be reviewed and refreshed on a regular basis to take into account feedback and updates and changes to process

March 2024: Updates to Scrutiny Committee

- The actions against recommendation 2 are complete as this work is an integral part of the work of the teams in Prevention to support the delivery of SAW.

Recommendation 3

Identify, develop, and implement solutions to address the training gaps identified in paragraph 4.3 detailed below: -

- Record keeping
- Softer skills for communicating in a 'person centred' way risk stratification and links between fire and health inequality
- Need for further support / training to be able to signpost for further support. Consideration should be given to the role that development plans for trainee firefighters, firefighters, supervisory and middle managers have within this.

November 2023: Updates to Scrutiny Committee

- The implementation of the NFCC Person Centred Framework (PCF) will include training resources for communication, risk stratification linking fire and health inequality and requirements for data collection.
- The Tymly development will also be aligned to the PCF and where necessary answering questions will be mandatory
- In the meantime, the SAW delivery pages on MESH have been reviewed and updated to provide additional information and support.
- The Trainee Firefighter Development Programme (TFDP) has been extended. Prevention now input on the induction day and the Prevention training in the programme has been increased from 1 to 2 days with a strong focus on knowledge and delivery of SAW. The first 2-day session was delivered in September 2023
- The team in Prevention are working with Organisational Learning and People Development (OLPD) team to create specific learning and development plans for trainee firefighters to continue their development throughout their

first 18 months on station which will enhance their knowledge and support them to be competent in delivery of SAW.

March 2024 Progress Update:

- Work to fully complete this recommendation is awaiting the release of NFCC Person-centred training resources.
- The Prevention MESH pages include information about the concept and content of the person-centred approach. This will be updated as NFCC resources to support implementation are released.
- The specification for new Prevention Digital solutions will be aligned to the NFCC Person-Centred Approach.
- The Trainee Firefighter Development Programme (TFDP) has been extended to 2 days Prevention input with a strong focus on knowledge and delivery of SAW. This is being evaluated based on new Prevention structure and feedback. The TF Prevention development plan will be reviewed once this is complete. This is in addition to the newly introduced new entrants' induction day where there is also some Prevention input
- The option to introduce Prevention Development Plans for FF, CM & WM is on hold, awaiting the introduction of the new Career Leadership & Development and Supervisory Leaderships Development programmes. The NFCC Person Centred Framework will also impact on development requirements. The introduction of these development plans remains on the Prevention workplan and project for so that they can be progressed at an appropriate point in time

Recommendation 4

Explore the option to quality assure SAW delivery alongside the current quality assurance of records through 'observed practice' in the form of 'standardised assessments'.

November 2023: Updates to Scrutiny Committee

- Implementation of standardised assessments requires a 'standard' or 'standards' against which to assess. The

introduction of the NFCC Person Centred Framework for Home Fire Safety Visits will provide these standards in the form of standard data collection requirements, and a competency framework including skills, knowledge and behaviours required to deliver an assessment. The Prevention Team are fully engaged and participating in the development of this framework.

March 2024: Updates to Scrutiny Committee

- Final completion on this work is awaiting introduction of NFCC PCF Framework, which will provide standards and competency framework to inform this work.
- The Prevention Policy and quality assurance arrangements are subject to periodic reviews and are updates as appropriate within the Prevention business as usual arrangements

Recommendation 5

Continue with the implementation of remote SAW (RSAW) as a means of providing SAW to those who are identified as low risk at the point of referral. Ensure that there is a clear escalation process to SAW where risk identified at RSAW requires this.

November 2023: Updates to Scrutiny Board

- RSAW is now embedded as a method to triage those whose risk at referral based on information known at the time is low. There are robust criteria in place to determine whether a SAW should be RSAW or a face-to-face visit initially and the guidance is clear about escalating to a face-to-face visit should the RSAW identify a need for this.
- In addition to RSAW the service has also introduced the NFCC Online Home Fire Safety Visit.
- The online home fire safety check (OHFSC) has been developed to complement the PCF, which underpins the work of remote and face to face Home Fire Safety Visits and deliver a product available to households who may not reach the threshold for a physical visit, or to be used when and

where physical visits are restricted or not possible. It has been designed to provide a person-centred self-assessment of fire risk for individuals that may have low or medium fire risk.

- Available free of charge to all FRSs in England, this user-friendly resource has been developed in collaboration with Fire Kills and Safelincs under the NFCC's Prevention Programme.
- To ensure that those most at risk and vulnerable are not overlooked, the tool has a mechanism to flag a user to their local FRS where a physical visit would be recommended because of completing the self-assessment. It has been designed to be used by either the home occupant directly, a third party (police, social worker, paramedic etc) who may have concerns to an occupant's welfare or safety, or simply aid the FRS directly with home visits.
- It supports the provision of universal home fire safety guidance proportionate to risk and vulnerability enabling WMFS to target its resources to provide face to face SAW to those who are at highest risk and vulnerability.
- The service has successfully completed the onboarding of the OHFSC. Everyone who self refers through WMFS.net uses the OHFSC. Those whose risk is medium to high are provided with the opportunity to refer themselves for a SAW using this approach. It has been trialled with a social housing provider for them to use with their new tenants so that all receive an initial assessment and those who are deemed to have medium and high risk are referred to WMFS for a SAW. This trial has been evaluated by WMFS and the provider as a good practice approach and is now being rolled out to social housing providers across the service area.

March 2024: Update to Scrutiny Board:

- The actions against recommendation 5 are complete as RSAW is now a business-as-usual approach to responding proportionately to the risk identified at the time a referral for SAW is received.

Recommendation 6

To enhance risk stratification and opportunities to improve delivery, explore and implement opportunities for raising awareness of the learning from:

- Serious incident reviews (SIRs) to increase awareness of those in our communities who are overrepresented, and therefore at risk of being a serious or fatal casualty in an accidental dwelling fire.
- Station Prevention Evaluation sessions (SPEs)

Consideration should be given to the use of Organisational Intelligence debriefs and the role that the prevention teams, and operational middle and supervisory managers have for this.

November 2023: Updates to Scrutiny Board

- A thematic report has been produced and published internally on MESH to raise awareness of the internal learning identified over the last 5 years.
- The SIR infographic explaining the risk factors of becoming a serious or fatal casualty has also been updated and a 1 and 5 year infographic are available to develop internal and external understanding.
- Learning from SIRs is integral in the Station Prevention Evaluation and Service Peer Assessment processes.
- Organisational Intelligence (OI) processes are also being utilised to share SIR learning internally.

March 2024: Update to Scrutiny Board:

- The actions against recommendation 6 are complete as there is now also a PowerBi dashboard to support the delivery of SIRs. Since the previously reported thematic report has been published, a shorter easy read version of the report has also been made available to staff too.

Recommendation 7

The organisation has an independent internal Service Peer Assessment process (SPA). The purpose of which is to enable feedback, check understanding and application of processes and policy. Consider how this process can evidence:

- Levels of understanding and application of current processes and policy
- Improvement in understanding and application of new systems and processes as the recommendations from this review are implemented.

November 2023: Updates to Scrutiny Board

- The tasks to implement this recommendation are complete. The SPA content has been agreed between Prevention and the SPA team and will be implemented during the first quarter of 2023/24
- The SAW related content for SPA includes: -
 - Prioritisation based on risk
 - Criteria for referral to a CNO
 - Feedback following the implementation of RSAW

March 2024: Update to Scrutiny Board:

- The actions against recommendation 7 are complete as in addition to the previous progress updates, further work has been done
- Using an evidence-based approach, performance in relation to SAW and CNO work is integral to the SPA processes.
- Quality assurance has also been mainstreamed into all roles within the Prevention team and this includes quality assurance of SAW and CNO work.

Recommendation 8

To support the recent changes in SAW priorities, consider the benefits of the creation and publication of good practice guidance

for operational middle and supervisory managers to support them to monitor and manage performance and quality assurance. This should include consideration of the benefits of the introduction of buddy schemes and champions to support delivery.

November 2023: Updates to Scrutiny Board

- No further update completion of this recommendation is awaiting the completion of the work at NFCC to develop the PCF, including training and evaluation and quality assurance framework

March 2024: Updates to Scrutiny Board:

- The SAW working group has been established since the scrutiny review was completed. As a result, additional work is under way in relation to capacity to deliver SAW, which will strengthen delivery and performance management arrangements further. The outcome of this work will need to determine the content of these guides alongside the NFCC PCF framework.
- The work to implement the work of the SAW working group is being managed and delivered through 3PT project processes and governance arrangements

Recommendation 9

To support the provision of a consistent and national approach to SAW and continue to implement the 8 core components of the NFCC Person Centred Framework (PCF) for Home Fire Safety Visits including the:

- Standardised data set
- Training package
- Evaluation framework

Where elearn is the learning tool, consider how this can facilitate shared group rather than individual input to enhance understanding and knowledge.

November 2023: Updates to Scrutiny Board

- No further update as the work to implement the PCF continues at NFCC.

March 2024 Updates to Scrutiny Board:

- No further update as WMFS is waiting for the finalisation of this work by the NFCC. The requirements for WMFS are detailed in and are being managed through 3PT processes and governance arrangements and the service is engaged as a stakeholder in this work to influence content and outcomes.

Recommendation 10

Continue to develop the SAW Membership arrangements and onboard partners who work with service users that the CRMP identifies as being at risk and vulnerable to fire in order to:

- Improve performance management of referral pathways through the provision of resources for partners to identify risk and refer to WMFS for SAW
- Enhance data sharing arrangements with SAW partners in line with GDPR
- Enable sharing of risk for services users with referring partners
- Create opportunity for 2-way referrals into SAW and from SAW for ongoing support
- Enable feedback and data sharing between partners to evidence the impact that SAW has on reducing risk and vulnerability to fire and improving health, wellbeing, and quality of life
- Improve partner engagement in the Serious Incident Review process and the implementation of the learning that results.

November 2023: Update to Scrutiny Board:

- The membership arrangements are being reviewed aligned to the development of Tymly and the NFCC PCF for Home Fire Safety Visits.
- Working with partners to sign them up to the membership arrangements is a standard part of the work of the Prevention Partnerships & Vulnerability Team in their engagement with our SAW referral partners
- To date 7, key partners including social care, health, Telecare, and housing providers have signed up to arrangements. 2 partners (one health and one Telecare) are in the process of agreeing to the arrangements

March 2024: Updates to Scrutiny Board:

- The actions against recommendation 10 are complete as this is now the service business-as-usual approach to managing referrals into and out of SAW with our key partners.

6. EQUALITY IMPACT ASSESSMENT

In preparing this report an initial Equality Impact Assessment not required and has not been carried out. The matters contained in this report do not currently relate to a policy change. Initial Equality Impact Assessment(s) will be completed for changes to policy, process or practice resulting from the implementation of the recommendations from the review.

7. LEGAL IMPLICATIONS

There are no known legal implications arising from this report.

8. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

9. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from this report.

BACKGROUND PAPERS

Links below to:-

- Report to Scrutiny Committee on 7th November
- Learning Action Plan

The contact name for this report is Head of Prevention – Pete Wilson
telephone number 07973 810 262

Oliver Lee
Chief Executive Officer

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

Item 5

SCRUTINY COMMITTEE

22 APRIL 2024

1. **DIVERSITY INCLUSION COHESION EQUALITY (DICE)
UPDATE**

Report of the Chief Executive Officer

RECOMMENDED

THAT Scrutiny Committee note the ongoing progress made by the Service in relation to Diversity, Inclusion, Cohesion, Equality (DICE).

2. **PURPOSE OF THE REPORT**

To provide an update to Members regarding the ongoing progress being made by West Midlands Fire Service (WMFS) in advancing DICE throughout the Service. Each area of activity strives to support the delivery and improvement of our equality objectives, as well as our statutory requirements of the Public Sector Equality Duty and Equality Act 2010.

3. **BACKGROUND**

3.1 DICE objectives fulfil our legal duties as a public-sector organisation under the Equality Act 2010. These are detailed under section 7 legal implications.

3.2 WMFS is committed to Inclusion and Diversity as demonstrated through the alignment of the People programme in striving to create a fully inclusive environment and diverse workforce. This is enabled through the organisational commitment to continue to challenge ourselves and learn from our internal and external stakeholders in our efforts to meet our DICE objectives.

4. **LEADERSHIP, PARTNERSHIP AND ORGANISATIONAL COMMITMENT**

4.1 Top 50 Inclusive Employers

In December 2023 WMFS was awarded number 1 Inclusive UK company for the second year. We have achieved a top 10 ranking for several years, but this is the first time any organisation has been awarded number 1, for 2 years in a row.

The award is open to both public, private and 3rd sector organisations with tough competition for the top place including several multinational companies, Police, NHS and FRS and government including the House of Lords.

Since the award we have been approached by several organisations to share good practice, with our approach to Brave Spaces and progress around neuro diversity being of particular focus.

4.2 Race Code

We commenced our self-assessment against the Race Code during autumn 2023. The Race Code is an assessment of our internal governance framework to assess how well the consideration of race and therefore other protected characteristics are embedded across policies, processes and systems. Work continues here to determine how we implement the recommendations of this framework across all protected characteristics and our developing DICE strategy.

4.3 Inclusive Workplace Research

All Hands to the Pump - In continuing our commitment to inclusion for all we are working in partnership with the University of Birmingham to undertake a research project that will seek to understand the positive role that can be played by all genders in an inclusive workplace. It is anticipated this research will commence at the end of April.

4.4 Inclusion Steering Group

The Inclusion Steering Group continues to move forward with the development of the Inclusion Road Map MESH page with videos having being filmed featuring key stakeholders explaining the function and aims of the group and how progress will be communicated.

4.5 Stakeholder Groups

Activity across all our Stakeholder groups continues to gather momentum. In November a development and planning day was held using the method of Appreciative Inquiry. This has formed the foundation of future planning for the stakeholder groups and planning for DICE activity in line with People objectives.

Neurodiversity Group

4.5.1 The aims of the group are to raise awareness and enable active discussion around neurodiversity within the Service, engaging and supporting neurodivergent employees.

Most recently to celebrate Neurodiversity Week the group has provided a variety of engagement sessions with staff around Dyslexia, ADHD and Autism. This has involved internal and external speakers, such as Test Help Read and Write.

Key achievement of this group:

The group has influenced the improvement of all recruitment processes in offering a suite of reasonable adjustments for neurodivergent staff, i.e. receiving questions 24 hours prior to interview. It will also include a conversation with the candidate to ascertain if there are any individual needs we can consider.

Awards – Neurodiversity Networking Group Lead, Julie Farruggia received the following awards:

- Our People Award – West Midlands Fire Service Rewards and Recognition.

- Neurodiversity Champion of the Year – Fire in Excellence Awards.

Women and ADHD in the Fire Service – the group shared a questionnaire around women and ADHD in the Fire Service.

Future Plans

Neuro-curious Breakfast meet-ups –, are being organised a series of discussing varied and emerging themes around neurodiversity.

Text Help Read & Write – There are plans to roll out the software to all staff, marketing its benefits and advertising via the group. A launch will hopefully take place during Neurodiversity Celebration Week.

4.5.2 Inspire

The group continues to influence and educate all levels within the Service and engage as role models in the community acting as ambassadors for the Service as an inclusive employer.

WMFS INSPIRE representatives have recently attended the '9s night' organised by the family of CFO Wayne Brown, held in Kent. Representatives also met in London with BAME members of London Fire Brigade during a facilitated Brave Space event, to share staff sentiment on his passing. Inspire are now looking into the viability of running similar sessions for WMFS staff to support a space for open discussion.

Members of Inspire (along with members of all stakeholder groups) have played an integral role in recruitment and promotion processes over the last 6 months, contributing to the assessment of candidates during the selection process. As well as supporting Senior leadership processes by sitting on stakeholder interview panels.

Future plans

- INSPIRE Joint Collaboration with LFB & GMFRS on BAME Mental Health & Leadership (18th April).
- INSPIRE Board Group succession planning - review of board members.
- Windrush 2024 - support of local community group facilitation, including WMFS standard flag bearing.
- Black History Month planning - featuring the historic appointment of the UKFRS first Black CFO Wayne Brown.

4.5.3 AFSA

AFSA's aim is to support and promote inclusivity across the organisation and in this provides exceptional services, events and support to their members.

AFSA Spring Conference is being advertised with the standard application process, as well as 2 network leads 3 additional places are being funded for the conference hosted by Nottinghamshire FRS 10th-11th July.

AFSA conferences are open to all not just AFSA members and provide an environment which enables diversity and learning for all. To ensure a return on investment any of those who attend will be expected to bring learning back to WMFS by providing an overview of the impact and learning from the conference to their team/department and to the stakeholder groups, this will also support the individuals development plans. The DICE team will review the impact and learning from the AFSA conferences 3 months after the event date and yearly to consider the overall return on investment.

4.5.4 FireOut

Our LGBTQ+ networking group supports staff and their families across the organisation who identify as LGBTQ+ as well as allies.

The group creates networking opportunities in a safe space for like-minded colleagues across the organisation and

challenges prejudice, enhances understanding and creates opportunities for learning through education, mentoring and community engagement.

The Group has helped raise awareness across the organisation helping to create an environment where any employee can bring their whole self to work. LGBT+ issues are openly discussed and normalised within the organisation.

Pride 2024 is currently being planned and will be focused on our staff after hosting a successful a tri service event last year. This event will take place on the 25th May 2024.

4.5.5 Affinity

The group continues to support women in the Service via the provision of a platform for networking, advocacy, influencing and socialising. The group provides an opportunity to share experiences, utilise peer support to develop, build confidence and help each other navigate crucial conversations.

Affinity are in the early stages of planning our own regional women's weekend, based on the format of the highly successful Women in the Fire Service development weekend held at the Fire Service College yearly.

Key areas of development include:

- A survey and three focus groups for women to discuss female progression and development within WMFS which was supported and attended by DCFO Bowcock. The outcomes of which will inform our approach to positive action, recruitment and promotion.
- A video montage for International Women's Day (IWD) to highlight some of our female members of staff and their journeys into WMFS and during their career at WMFS.
- An event IWD event took place at Headquarters on the 8th March 2024, where both internal and external

speakers shared their personal journey and experiences with staff.

Future Plans

- Have a go' days for grey and green book staff to enable experiential learning.
- Supporting attendees to the national Women in the Fire Service Event this year.

4.6 Workforce Profile and Firefighter Recruitment

A specific update is provided through a separate report to update Members of the committee. This report identifies the overall workforce profile as well as focusing specifically on the approach to Firefighter recruitment, progression of candidates at each stage of the selection process and breaks this down by gender and ethnicity. This provides Members with an overview of how the Service is progressing in attracting and retaining candidates with protected characteristics throughout the recruitment and selection process.

When comparing gender and ethnicity of our uniformed staff to other Met Fire and Rescue Services, WMFS continues to have the highest percentage of female uniformed staff and are second to London with regards to BAME staff.

4.7 Equality Impact Assessments

20 Initial Equality Impact Assessments have been submitted and reviewed. from Nov 2023, 5 of the Initials have been reviewed to become Full EIAs 3 Full EIAs received from November 2023. A power BI dashboard of EIA is now available providing an overview and RAG rating of EIAs. This data allows an easily viewed overview of EIA and allows trends to be identified which can inform any changes and improvements across the EIA process, as well as with individual EIAs.



Stakeholder groups in particular the Neuro diversity group are now much more actively involved in EIA consultation.

4.8 Brave Space Talks

Brave Space talks continue to be well attended and impactful for staff. These have included topics such as Ethical Veganism, Cross Cultural Mental Health (for Black History month), Faith and Belief in the Fire Service and a powerful Brave Space on domestic violence. This latter Brave Space was delivered from the personal experience of one of our staff who was a victim of domestic violence.

We have had a lot of interest from other Fire and Blue Light Services following the success of the Brave Space which were specifically mentioned in the Spotlight report as best practice.

The Brave Space support learning by providing a safe space for staff to discuss complex issues around inclusion within the boundaries of our core values. Allowing staff to develop a sense of inclusion by being able to share their experiences and learn from each other. This carries far beyond the actual sessions to generate a culture where diversity and inclusion is talked about and explored with curiosity and respect.

4.9 Ramadan Buddies

A repeat of last year's successful Ramadan Buddies event is being planned. Moving forward we are in the early stages of planning more engagement with faith communities including a cricket game during a large community event.

5 EQUALITY IMPACT ASSESSMENT

This report responds directly to the General and Specific Duties of the Equality Act and considers DICE issues that are pertinent to the needs of the Service. In doing so, a range of equality data has been analysed and considered regarding all protected characteristics.

6 RISK IMPACT ASSESSMENT

The objectives identified in this report support the organisation in mitigating its risk regarding claims of unlawful discrimination.

7 LEGAL IMPLICATIONS

The recommendations outlined in this report assist us to fulfil our duties under the Equality Act 2010 particularly to advance equal opportunities and eliminate behaviours that are unlawful under the Act.

The Public Sector Equality Duty (PSED) is a legal duty under the Equality Act 2010. It is a way of making sure public bodies, including the Civil Service, take account of equality in their day-to-day work. The duty is to consider the impact of policies on people who share protected characteristics.

The Public sector equality duty came in to force in April 2011 (s.149 of the Equality Act 2010) and public authorities are required, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To ensure transparency, and to assist in the performance of this duty, the Equality Act 2010 (Specific Duties) Regulations 2011 require public authorities, to publish:

- equality objectives, at least every four years (from 6th April 2012)
- information to demonstrate their compliance with the public sector equality duty (from 31st January 2012)

8 FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

9 ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from this report.

The contact officer for this report is Karen Gowreesunker, Head of People Development.

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

Item 6

SCRUTINY COMMITTEE

22 APRIL 2024

1. FIRE CONTROL PERFORMANCE REPORT – Q3 & Q4 2023/24

Report of the Chief Executive Officer

RECOMMENDED

THAT the operational performance of Fire Control for Q3 and Q4 be noted.

2. PURPOSE OF REPORT

This report is submitted to provide the committee with an update of the operational performance of Fire Control. The report covers a 6-month period.

3. BACKGROUND

3.1 Emergency Calls Received and Call Handling

Fire Control receives the emergency calls and effectively manages the resources for both Staffordshire and West Midlands Fire and Rescue Services.

Quarter 3

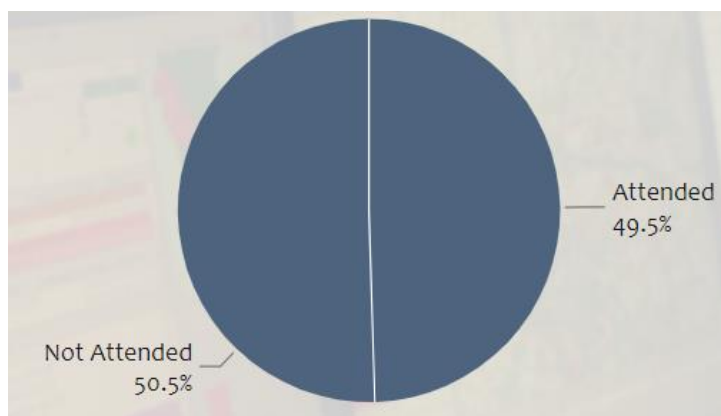
Staffordshire and West Midlands Fire Control received 18,054 emergency calls between 1 October 2023 and 31 December 2023 across both brigade areas.

The number of calls received for Q3 23/24 was split 13,277 calls for the West Midlands (73.5%), 4,208 calls for Staffordshire (23.3%) and 569 calls from outside of service areas (3.2%).

Of the 13,277 emergency calls received for WMFS in Q3, Fire Control mobilised to 6,620 (49.9%) of incidents.

Of the 4,208 emergency calls received for Staffordshire FRS across the reporting period, Fire Control mobilised to 2,037 (48.4%) of incidents.

The graph below represents the combined % of incidents attended and not attended.



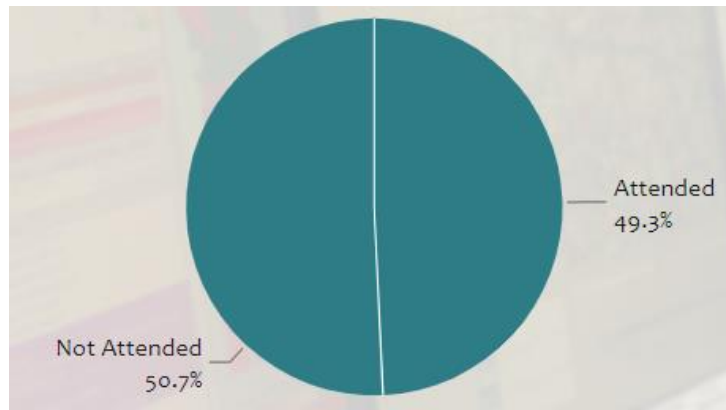
Quarter 4

Staffordshire and West Midlands Fire Control received 16,760 emergency calls between 1 January 2024 and 31 March 2024 across both brigade areas.

The number of calls received for Q4 23/24 was split 12,508 calls for the West Midlands (74.7%), 3796 calls for Staffordshire (22.6%) and 456 calls from outside of service areas (2.7%).

Of the 12,508 emergency calls received for WMFS across Q4; Fire Control mobilised to 6215 (49.6%) of incidents.

Of the 3796 emergency calls received for Staffordshire FRS across Q4, Fire Control mobilised to 1815 (47.8%) of incidents.



The proportion of incidents attended v not attended across Q3 and Q4 demonstrates consistent performance by Fire Control in call challenging, ensuring we only mobilise to those incidents where attendance is required.

3.2 Call Handling

A key performance indicator for Fire Control is the length of time from answering a 999 call to mobilising appliances to category 1 (life and property) incidents. For these critical incident types, we aim to mobilise in under 80 seconds.

Fire Control's continued focus on mobilising with the required urgency is a key factor in survivability and limiting damage to property.

The median call handling for Q3 was 93 seconds. This is a 1 second increase from Q2.

The median call handling for Q4 was 86 seconds. This is a 7 second decrease from Q3.

Quarter	Median Call Handling	Performance
Q1	95	▲
April	99	▲
May	95	▲
June	93	▲
Q2	92	▲
July	90	▲
August	89	▲
September	98	▲
Q3	93	▲
October	94	▲
November	96	▲
December	89	▲
Q4	86	▲
January	92	▲
February	84	▲
March	84	▲

The data demonstrates a sustained improvement in both February and March with a reduction of 8 seconds since January.

Since February, one additional supervisory manager has been trialed on each of the four watches to support improved mobilisation and decision making. The call handling times for February and March indicate early success in this area.

3.3 **999 Call Ring Time**

Emergency call ring time demonstrates the reactivity and responsiveness of Fire Control when answering emergency calls.

Q3 average 999 call ring time was 5.6 seconds and Q4 average was 4.9 seconds.

Emergency call ring time is a new metric that we measure performance against therefore we are gathering some data to enable us to develop a target.

3.4 **Dynamic Mobilising**

Dynamic mobilising involves using resources flexibly and efficiently in our approach to emergency call management

and mobilising, resulting in a proportionate and appropriate initial incident response.

The approach enables Fire Control to reduce and increase an incident response to achieve the best match for the incident needs, which includes selecting the most appropriate number and type of resource.

Fire Control continue to utilise several tools to support decision making including –

- Dynamic emergency call handling
- Information gathered at the time of call
- Location of the incident, both geographically and demographically
- Repeat calls
- Footage and images from 999eye
- Number and type of incidents in progress
- Weather
- Time of day

Quarter 3

Fire Control dynamically amended the initial level of response 538 times throughout Q3 (8.1% of all incidents mobilized to), increasing the attendance 140 times and reducing the attendance 402 times.

On the occasions Fire Control reduced the attendance, six of the incidents resulted in a subsequent make up (1.4%).

The target is set at 2% as it is recognized that additional resources may be required for additional equipment or due to incident escalation between the point of mobilising to in attendance.

The six incidents have been reviewed and learning has been identified for 2 incidents which relate to mobilising to fires in derelict buildings. This has been managed with individuals as well as learning shared across Fire Control.

Quarter 4

Fire Control dynamically amended the initial level of response 538 times throughout Q4 (6.6% of all incidents mobilized to), increasing the attendance 139 times and reducing the attendance 409 times.

On the occasions Fire Control reduced the attendance, seven of the incidents resulted in a subsequent make up (1.7%).

The seven incidents have been reviewed and no learning has been identified for Fire Control.

3.5 **999Eye**

Intelligence led mobilisation and resource management enables Fire Control to send the most appropriate number and type of resource based on the level of risk, this directly contributes to the achievement of our risk-based attendance standards.

999eye is enhancing the quality of intelligence and information that is received within Fire Control, thereby enabling Fire Control personnel to make more informed dynamic mobilisations using this technology; further supporting our key aim of sending the right level of resource to the right incident type.

	Q3	Q4
999Eye proposed	3773	4084
999Eye proposed for % of all incidents*	43.5%	50.8%
% of successful images received	67.2%	69%
999Eye images shared with responders	448	432
999Eye used to support DM	64	67

*It is not appropriate for 999eye footage to be obtained for **all** incidents.

The data demonstrates that Fire Control is proactively enhancing the situational awareness of responders by assessing and sharing footage obtained from callers.

3.6 Automated Fire Alarm Calls (WMFS only)

Fire Control continue to be an integral function supporting the introduction of CRMP projects by ensuring a proportional level of response to incidents, including those involving Automated Fire Alarms.

A total of 4,979 AFA calls were received for Q3 and 4604 for Q4. This equates to approximately 37% of all emergency calls received for the quarter for WMFS.

Whilst Fire Control call challenged and did not respond to approximately 66% of these calls, there is still an ongoing impact on time spent managing these types of call.

Approximately 165 hours across the two quarters was spent handling these types of calls based on an average of 2 minutes per call.

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

There are no legal implications arising from this report.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

7. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from this report.

BACKGROUND PAPERS

None

The contact name for this report is Steven Ball, Head of Response

OLIVER LEE
CHIEF EXECUTIVE OFFICER

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

Item 9

SCRUTINY COMMITTEE

22 APRIL 2024

1. SCRUTINY COMMITTEE TERMS OF REFERENCE

Report of the Clerk to the Authority

2. RECOMMENDED

- 2.1. THAT Members approve the proposed changes to the Scrutiny Committee Terms of Reference (summarised in Appendix A) to be submitted to Fire Authority for approval.
- 2.2. That Members approve the change in frequency of reporting of Fire Control performance data from biannual to annual to enable alignment to additional reporting forums for this data.

3. PURPOSE OF REPORT

To review and update as required the Scrutiny Committee Terms of Reference, a process undertaken annually as part of a wider review of the Authority Constitution.

4. BACKGROUND

- 4.1. The Scrutiny Committee, like all Authority Committees, is required to regularly review its Terms of Reference to ensure they remain relevant. A full review of the Authority Constitution was last undertaken in June 2023, after the Scrutiny Committee agreed amendments to the terms of reference in April 2023.
- 4.2. Minor suggested changes are highlighted in red text with the intention of further increasing the clarity and readability of the Terms of Reference.
- 4.3. A specific change is made to paragraph 8.3.6 which will change the review and scrutiny of strategic performance information of the Staffordshire and West Midlands Fire Control from a twice-yearly basis to an annual basis.

5. EQUALITY IMPACT ASSESSMENT

No initial Equality Impact Assessment has been undertaken as none of the proposed changes will impact on the equalities aspects of the Scrutiny Committee's role.

6. LEGAL IMPLICATIONS

There are no legal implications of this report.

7. FINANCIAL IMPLICATIONS

There are no financial implications of this report.

8. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications of this report.

BACKGROUND PAPERS

[WMFRA Constitution](#)

The contact for this report is Karen Gowreesunker, Clerk to the Authority

Karen Gowreesunker
CLERK TO THE AUTHORITY

Appendix A

Article 8 – Scrutiny Committee

8.1. In line with expectations set out in the Fire and Rescue National Framework the Authority has established a Scrutiny Committee to support it in achieving its strategic objectives. The committee ensures that its policy and budgetary framework is followed and developed to reflect the changing needs and demands in meeting its statutory obligations.

8.2. Effective scrutiny frameworks will be in place for both the scrutiny of strategic policy, as well as performance. Aligned to the role of the Fire Authority and Chief Fire Officer/Chief Executive as set out in Articles 5 and 6 of this constitution, the scrutiny function should scrutinise decisions made or to be made, on the basis of ‘public safety’ aligned to the following definitions:

8.2.1 **Pre scrutiny** enables changes proposed to strategic policy to be scrutinised. These are decisions which if implemented, would change the strategic priorities and outcomes agreed by the Fire Authority.

Pre scrutiny can:

- a) Inform policy development and/or
- b) Hold the Authority to account

8.2.2 **Post scrutiny** enables the Fire Authority to seek assurance around operational decisions already made by the Chief Fire Officer/Chief Executive and other officers in the delivery of strategic priorities and outcomes (for example: training, partnership working). Post scrutiny can:

- a) Scrutinise the performance of specific issues and/or
- b) Hold officers to account

8.3. **Role and Functions**

8.3.1 To carry out scrutiny reviews selected by the Committee, with appropriate consideration of committee and officer capacity and cost. Such reviews will be member-led, and evidence based, and

will produce SMART (specific, measurable, achievable, relevant and timely) recommendations to the Authority.

- 8.3.2 To track and monitor the implementation of review recommendations that are accepted by the Authority.
- 8.3.3 To summon any officer or member of the Authority to give account in respect of reviews or any other relevant matter.
- 8.3.4 To manage, in consultation with the Section 151 Officer, a specific budget for the purpose of buying in any necessary external advice and support in connection with the reviews.
- 8.3.5 To receive and scrutinise performance information including progress against the Community Risk Management Plan and WMFS Strategy, objectives and priorities and corporate performance indicators and review performance targets.
- 8.3.6 To review and scrutinise strategic performance information of the Staffordshire and West Midlands Fire Control on a yearly basis.
- 8.3.7 To have responsibility for scrutiny of Diversity, Inclusion, Cohesion and Equality throughout the West Midlands Fire Service and to review policies and monitor performance in relation thereto.
- 8.3.8 To monitor and scrutinise as appropriate the Authority's people policies.
- 8.3.9 To monitor and scrutinise sickness levels, promotion policies and employee exit information.
- 8.3.10 To receive information and statistics on grievance and disciplinary monitoring and to report outcomes to the Joint Consultative Panel.
- 8.3.11 To scrutinise whether Authority is meeting its duties under health & safety and environmental and other relevant legislation.
- 8.3.12 To scrutinise the service's approach to complaints and to receive statistics on complaint numbers and handling.
- 8.3.13 To deal with any matters referred to it by the full Authority or its committees, the Chief Fire Officer/Chief Executive, Clerk, Monitoring Officer or Treasurer, not within its work programme.

8.3.14 To refer any matter for consideration by the Authority, another Committee or an officer where considered appropriate.

8.3.15 To submit its minutes and an Annual Report to the Authority.

8.4. Meetings and quorum

8.4.1 In order to allow for the separation of the Scrutiny and decision-making functions, findings and recommendations of Scrutiny reviews will be presented to the Authority by the Chair of the Scrutiny Committee. Members (excluding substitutes) of the Scrutiny Committee shall not vote on matters arising from Scrutiny reviews.

8.4.2 The Committee will sit in public with minimum exceptions.

8.4.3 In addition to its programmed meetings, the Committee will hold additional meetings, as and when required, in order to efficiently manage its workload.

8.4.4 Three Members who are eligible to vote shall form the quorum of the Committee. No business shall be transacted at any meeting of the Authority unless a quorum is present.

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

Date of Meeting	Item	Responsible Officer	Completed
2023			
17 July 2023	Scrutiny Review – Training and Career Development	ACFO/Head of Diversity and Inclusion	17 July 2023
	Dispute Resolution Report	ACFO/Head of People	17 July 2023
	Diversity, Inclusion, Cohesion and Equality Update	ACFO/ Head of Development and Inclusion	17 July 2023
	Fire Control Performance Report	ACFO/Head of Response	17 July 2023
	Minutes of the previous Scrutiny Committee	Democratic Services Officer	17 July 2023
	Scrutiny Committee Work Plan 2023-24	Democratic Services Officer	17 July 2023
September 2023 (Dates TBC)	Scrutiny Committee engagement sessions as part of Scrutiny Review of Training and Career Development	ACFO/Head of Development and Inclusion	Verbal Update 11 th September
11 September 2023	Scrutiny Review - Training and Career Development	ACFO/ Head of People	Verbal 11 th September
	HMI FRS Spotlight report update	ACFO/Head of People	Verbal Update 11 th September

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	Fire Control Performance Report	ACFO/ Head of Response	Deferred
	Minutes of the previous Scrutiny Committee	Democratic Services Officer	11 th September
	Scrutiny Committee Work Plan 2023-24	Democratic Services Officer	11 th September
04 December 2023	Scrutiny Review - Training and Career Development Final Report	ACFO/ Head of Inclusion and Development	4 th December
	Dispute Resolution Report	ACFO/ Head of People	4 th December
	Diversity, Inclusion, Cohesion and Equality Update	ACFO/Head of Development and Inclusion	Deferred
	HMI FRS Spotlight report update	ACFO/ Head of People	Verbal Update 4 th December
	Fire Control Performance Report	ACFO/Head of Response	4 th December
	Minutes of the previous Scrutiny Committee	Democratic Services Officer	4 th December
	Next Scrutiny Review – Options	Clerk/Relevant Officers	4 th December
	Scrutiny Committee Work Plan 2023-24	Democratic Services Officer	4 th December

2024			
Date of Meeting	Item	Responsible Officer	Completed
22 April 2024	Fire Control Performance Report	ACFO/ Head of Response	22 nd April
	*Update on the Progress of the Scrutiny Review of Safe & Well	Head of Prevention	22 nd April
	Scrutiny Committee – Terms of Reference	Democratic Services Officer	22 nd April
	Next Scrutiny Review – Agreement of Terms of Reference	Clerk	Deferred
	HMI FRS Spotlight report update	ACFO/ Head of People	22 nd April
	Diversity, Inclusion, Cohesion and Equality Update	ACFO/Head of Development and Inclusion	22 nd April
	Diversity in Recruitment	ACFO/Head of People	22 nd April
	Minutes of the previous Scrutiny Committee	Democratic Services Officer	22 nd April
	Scrutiny Committee Work Plan 2022-23	Democratic Services Officer	22 nd April
15 July 2024	Dispute Resolution Report	ACFO/Head of People	

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	Diversity, Inclusion, Cohesion and Equality Update	ACFO/ Head of Development and Inclusion	
	Fire Control Performance Report	ACFO/ Head of Response	
	Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	
	Next Scrutiny Review - Agreement Terms of Reference	Clerk	
	Next Scrutiny Review	Clerk/ Relevant Officers	To be removed?
	Minutes of the previous Scrutiny Committee	Democratic Services Officer	
	Scrutiny Committee Work Plan 2024-25	Democratic Services Officer	

To report as appropriate:

- Updates on reviews

Note: separate meetings of any review working group are to be scheduled if and when required.