

West Midlands Fire and Rescue Authority

Scrutiny Committee

**You are summoned to attend the meeting of Scrutiny Committee to be held on
Wednesday, 14 November 2018 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 | |
| 3 | Minutes of the Scrutiny Committee held on 10.10.18 | 3 - 6 |
| 4 | Scrutiny of Positive Action and Firefighter Recruitment | 7 - 12 |
| 5 | Analysis of Progress of Quarterly Performance Against The Plan Qtr 2 2018-19 | 13 - 30 |
| 6 | Diversity Inclusion Cohesion and Equality update | 31 - 46 |
| 7 | Operational Assessment Improvement Register - October 2018 Update | 47 - 84 |
| 8 | Scrutiny Committee Work Programme 2018-19 | 85 - 88 |

Distribution:

Nicolas Barlow - Member, David Barrie - Member, Greg Brackenridge - Member, Kerry Jenkins - Member, Sybil Spence - Vice Chair of the Scrutiny Committee, Chris Tranter - Chairman, Ann Young - Member

Clerk Name: Karen Gowreesunker

Clerk Telephone: 0121 380 6678

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Agenda prepared by Stephen Timmington

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This agenda and supporting documents are also available electronically on the West Midlands Fire Service website at www.wmfs.net

Minutes of the Scrutiny Committee

10 October 2018 at 10:00 a.m.
at Fire Service Headquarters, Vauxhall Road, Birmingham B7
4HW

Present: Councillor Tranter (Chair).
Councillors Barrie, Brackenridge, Jenkins and
Spence.
S Middleton.

Apologies: Councillors Barlow and Young.

Observer: Nil

26/18 Declarations of Interest in contracts or other matters

There were no declarations of interest.

27/18 Minutes of the Scrutiny Committee held on 12
September 2018

Discussion regarding the minutes resulted in the following points being raised:

- Work to develop the Safeguarding Review was progressing. A scope had been provided to an external company which would assess the scope and identify a suitable specialist to assist with the review.
- Meetings of the Safeguarding Review working group would be called once the specialist had been confirmed.
- It was noted that the go live date of the pre-alert system (previously noted as October / November 2018) had been delayed due to the supplier's inability to meet

the deadline for delivery. It was anticipated that the pre-alert system would now go live in March / April 2019.

Resolved that the minutes of the meeting held on the 12 September 2018 be approved as a correct record.

28/18 Dispute Resolution Report

Helen Sherlock, Senior Business Partner, People Support Services, provided an overview of the report:

The report covered the period 1 January 2018 to 30 June 2018.

Five grievances had been received during the reporting period; three related to Bullying and Harassment, and two related to issues regarding Terms and Conditions of employment. One case of Bullying and Harassment was upheld and a subsequent management enquiry was commissioned which was ongoing at the time of the meeting. The other four grievances were not upheld.

The Service was in receipt of two Employment Tribunals that were related to two of the Grievances received during the reporting period.

There had been 14 disciplinary cases during the reporting period; 11 at Gross Misconduct and three at Misconduct. One incident had led to eight disciplinary cases, all of which had been pursued to formal hearings, resulting in two individuals being dismissed although one individual had been reappointed following an appeal. The remaining six individuals received formal warnings.

Helen Sherlock advised that a report had been submitted to the Joint Consultative Panel (JCP) in September 2018 detailing a review of Case Management Debriefs. The report covered all learning from debriefs conducted for the reporting period. Following this, a summary of debriefs and learning and actions identified would be included in future reports to the Scrutiny Committee as well as to the JCP.

In answer to Members' questions, the following points were raised:

- The amount of detail and information provided in the report was restricted to ensure individuals could not be identified.
- The number and level of cases was consistent with previous reporting periods. An overview of reporting periods for the current and previous reporting periods was provided in table format within the appendix to allow comparison.
- Business Partners within People Support Services and middle managers carried out initial investigations into possible disciplinary action. The decision whether to escalate a case to Gross Misconduct level was the decision of the Strategic Enabler People Support Services.
- Work was being carried out to formalise the debrief process and to enhance the capture of any learning identified. This would in turn help to improve processes and procedures.

Resolved that the Dispute Resolution Report be submitted to the Joint Consultative Panel.

29/18 Scrutiny Committee Work Programme 2018/19

Karen Gowreesunker, Clerk to the Authority and Strategic Enabler of the Strategic Hub advised that the Operational Assessment Improvement Register had been originally scheduled in the work programme to be submitted to the Scrutiny Committee at this meeting. However, the intention was to close the Improvement Register and as result, the report would now be submitted at the November meeting.

The Committee noted the Work Programme for 2018/19.

The meeting finished at 10:33pm.

Contact Officer: Stephen Timmington
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West Midlands Fire Service
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WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

14 NOVEMBER 2018

1. **SCRUTINY OF POSITIVE ACTION AND FIREFIGHTER RECRUITMENT**

Report of the Chief Fire Officer

RECOMMENDED

That Scrutiny Committee note the progress made in relation to the review of positive action and firefighter recruitment and conclude the review.

2. **PURPOSE OF REPORT**

To update Scrutiny Committee on the improvements made to our positive action and firefighter recruitment activity and to conclude the review.

3. **BACKGROUND**

- 3.1 Scrutiny Committee has undertaken to review and evaluate our approach to positive action and firefighter recruitment. The scope for the review was to consider our practices in relation to both positive action and recruitment and selection, and make recommendations for improvement.
- 3.2 Our workforce planning assumptions indicate that we need to recruit 481 new entrant firefighters between 2019 to 2024 to maintain our current staffing requirements. The diagram at Appendix 1 shows the impact of this when compared to the current establishment figure.
- 3.3 In support of our vision in having a workforce that is reflective of the working population we have set ourselves the following ambitions:

Ref. AU12210184

2017/2018	20% of new starters will be women 35% of new starters will be BME
2018/2019	40% of new starters will be women 35% of new starters will be BME
2019/2020	50% of new starters will be women 35% of new starters will be BME
2020/2021 onwards	60% of new starters will be women 35% of new starters will be BME

4. **OUTCOMES OF THE REVIEW**

- 4.1 WMFS approach to the recruitment of firefighters has moved from campaign based to an approach that is continual and sustained. This means that our positive action now drives our recruitment activity.
- 4.2 WMFS approach to positive action begins during the attraction phase and, in partnership with the Fire Service College, we have developed a sophisticated approach to marketing using social media as a tool to attract a more diverse range of applicants. Advertisements via Facebook are targeted based upon ethnicity, gender and interest. Advertisements are dynamic with wording and imagery changing over time based upon analytical data and monitoring the success of a particular advertisement.
- 4.3 WMFS have developed and implemented a suite of pre-recruitment activities that are available to prospective and current candidates aimed at removing some of the traditional barriers experienced by underrepresented groups. These include a pre-recruitment development programme which offers an alternative route via a bespoke programme where assessments are delivered in a modular way throughout the course. We also have pre-recruitment 'light' activities targeted at those underrepresented groups in preparation for assessment. These include fitness sessions, interview skills input, confidence building and team work activities. We also continue to run the more traditional 'taster day' sessions for prospective applicants. These are coordinated via local station based personnel.
- 4.4 WMFS approach to the assessment of firefighters has evolved. The newly developed assessment day focuses on

Ref. AU12210184

the measurement of behaviours, attitude and the candidate's ability to interact with a diverse group of people.

The first part of the assessment day includes a behavioural based interview, role play exercise and group discussion. The second part of the day focuses on the practical elements of the role, ensuring candidates have sufficient practical ability to handle fire service equipment. Candidates are assessed to ensure they can work at heights, have good manual dexterity, as well as the ability to combine upper and lower body strength and co-ordination.

The assessment process has been streamlined and a new digital system introduced enabling a change to previous out-dated paper-based systems.

4.5 The external review commissioned by Scrutiny Committee in November 2017 included highlights and themes from stakeholder interviews, made suggestions for enhancements to positive action and updates to policy and process. The outcomes of this review have been considered and implemented into WMFS current practice.

4.6 For the financial year 2018/2019 our firefighter recruitment targets are:

- 40% of new starters will be women
- 35% of new starters will be BAME

Since April 2018 WMFS have employed 54 new entrant firefighters, 25 (46%) women and 15 (28%) BAME.

When comparing results to previous recruitment activity, WMFS has seen significant success.

The recruitment campaign held in 2016 saw 48 successful candidates. Of these, 4 (8%) were women and 9 (20%) BAME.

4.7 The development of WMFS new approach to positive action and recruitment has seen a high level of success and we are leading the way in the fire sector. Members of the Diversity, Inclusion, Cohesion and Equality (DICE) team are actively

engaging with a number of FRSs to share our approach and best practice with regard to attraction and selection activities.

- 4.8 WMFS will continue to monitor, review and evaluate the success of positive action and firefighter recruitment through analysis of candidate demographics, attraction rates and candidate success.

5. **EQUALITY IMPACT ASSESSMENT**

The activities outlined in this report required detailed analysis of a range of equality data including all the protected characteristics.

6. **RISK IMPACT ASSESSMENT**

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

7. **LEGAL IMPLICATIONS**

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

8. **FINANCIAL IMPLICATIONS**

Funds to support this work have been identified through the Scrutiny work programme.

9. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

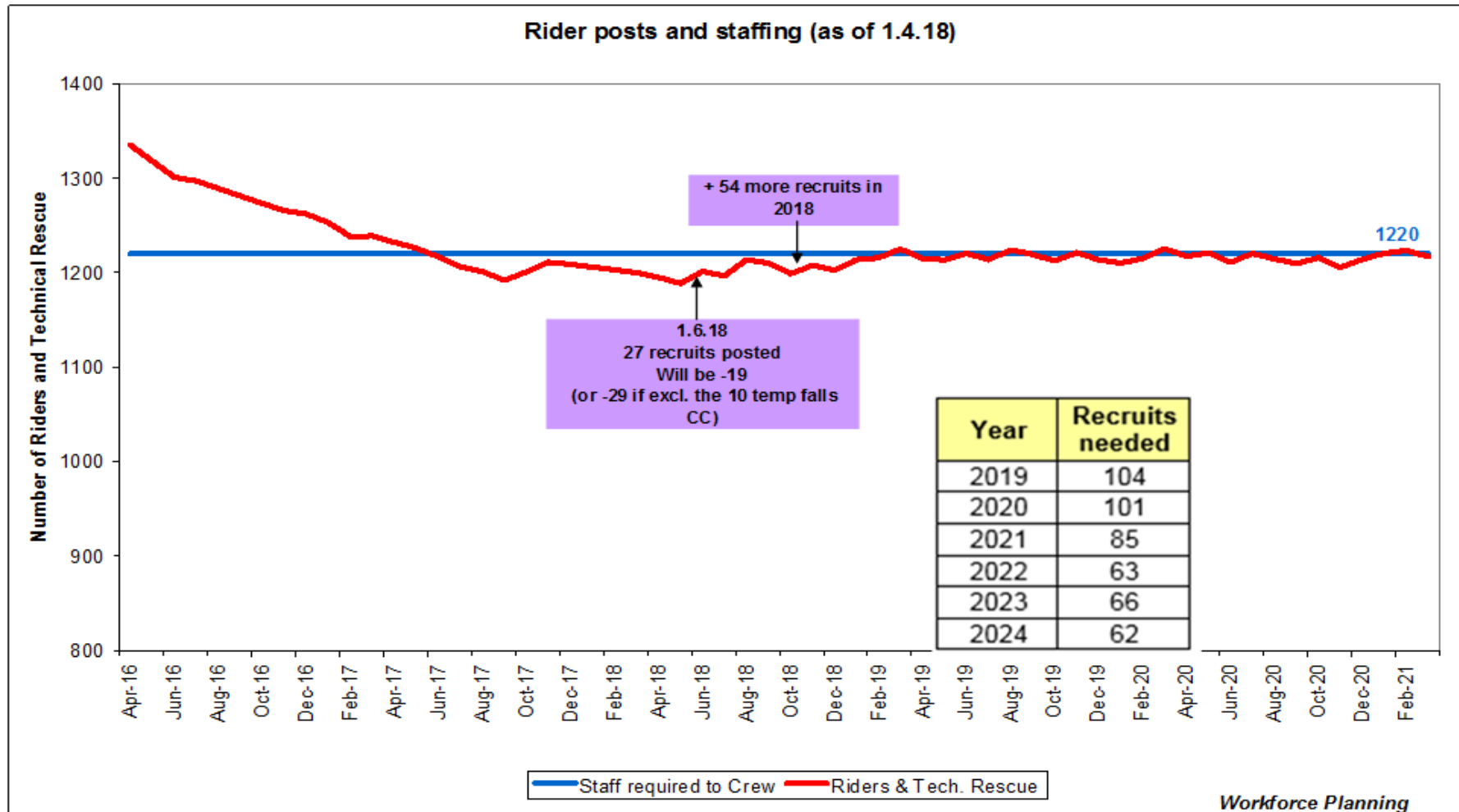
BACKGROUND PAPERS

- Scrutiny Review Scoping Document – Scrutiny of Positive Action and Firefighter Recruitment
- Scrutiny Committee Report of 12 June 2017
- Scrutiny Committee Report of 4 September 2017
- Scrutiny Committee Report of 13 November 2017
- Scrutiny Committee Report of 4th June 2018

The contact name for this report is Sarah Warnes, Strategic Enabler People, contact number 07973 810813.

PHIL LOACH
CHIEF FIRE OFFICER

APPENDIX 1



WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

Item 5

14 NOVEMBER 2018

1. AN ANALYSIS OF PROGRESS OF QUARTERLY PERFORMANCE AGAINST 'THE PLAN' – QUARTER TWO 2018/2019

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Committee note the status of the Service's key performance indicators in the second quarter of 2018/2019 (Appendix 1).
- 1.2 THAT the Committee note the progress made in delivering the three strategic priorities contained in 'The Plan' 2018-2021 (Appendix 1).
- 1.3 THAT the Committee note the update on the performance information system detailed in section 5 of this report.

2. PURPOSE OF REPORT

This report is submitted to provide the Committee with an analysis of the organisation's performance against 'The Plan' for 2018-2021.

3. BACKGROUND

The second Quarterly Performance Review meeting of 2018/2019 was held on 30 October 2018. This quarterly meeting, attended by members of the Strategic Enabling Team and other key stakeholders, provides a joined up method of managing performance and provides assurance around the ongoing performance of 'The Plan'.

4. PERFORMANCE INDICATORS

- 4.1 The setting of targets against the operational and other performance indicators enables the Service to define in key areas the improvements which contribute to making the West Midlands safer, stronger and healthier, and to manage the resources allocated to this work. The Service continues to improve and meet targets across a range of indicators.

4.2 Appendix 1 details the performance against our:

- Service Delivery Performance Indicators (Response, Prevention and Protection)
- People Support Services Performance Indicators
- Safety, Health and Environment Performance Indicators
- Strategic Objectives as outlined in 'The Plan' and milestones due for completion within the year 2018/2019.

4.3 Service Delivery Performance Indicators

4.3.1 Response:

- PI 1 – the risk based attendance standard; performance continues to be positive, with the targets having been met for all four categories of incident type. The performance is rated as over performance against the tolerance levels (blue).
- Average attendance times for Category 1 incidents (the most critical and important of the four categories) is 4 minutes 43 seconds in quarter two, the same figure as per the previous quarter.
- Average attendance times for Category 2, 3 and 4 Incident Types remain well within their respective targets:
 - Category 2 Incident Type: 5 minutes 22 seconds (a decrease of four seconds) – the target is under 7 minutes.
 - Category 3 Incident Type: 4 minutes 55 seconds (a decrease of three seconds) – the target is under 10 minutes.
 - Category 4 Incident Type: 6 minutes 53 seconds (an increase of twenty four seconds) – the target is under 20 minutes.

4.3.2 Prevention:

- There are five areas where over performance has been demonstrated against the tolerance levels (blue):
 - PI 3 Injuries from accidental fires in dwellings, taken to hospital for treatment.
 - PI 6 The number of Safe and Well points achieved by the Brigade.

- PI 9 The number of deliberate fires in non-domestic premises.
- PI 11 The number of deliberate rubbish fires.
- PI 12 The number of deliberate fires in derelict buildings.
- The performance indicators for the following areas demonstrate performance is within the tolerance levels (green):
 - PI 2 The number of accidental dwelling fires.
 - PI 10 The number of deliberate vehicle fires.
- There are two areas where under performance has been demonstrated against the tolerance levels (red):
 - PI 5 The percentage of Safe and Well visits referred by our partners.
 - PI 8 The number of deliberate fires in dwellings.
- The following two performance indicators do not have a performance rating assigned:
 - PI 4 The number of deaths from accidental fires in dwellings.
 - PI 7 The number of people killed or seriously injured in Road Traffic Collisions.

4.3.3 Protection:

- The performance indicator for the following area demonstrates performance is within the tolerance levels (green):
 - PI 13 – The number of accidental fires in non-domestic premises.
- The performance indicator for the following area demonstrates under performance against the tolerance levels (green):
 - PI 14 – The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises.

4.4 People Support Services Performance Indicators

4.4.1 The performance indicators for the following areas demonstrate performance is within the tolerance levels (green):

- PI 15 – The percentage of employees that have disclosed their disabled status.
- PI 16 – The number of female uniformed staff.
- PI 17 – The percentage of all staff from black and ethnic minority (BME) communities.
- PI 17a – The percentage of uniformed staff from BME communities
- PI 19 – The average number of working days/shifts lost due to sickness (uniformed and Fire Control staff).

4.4.2 There are two areas where under performance has been demonstrated against the tolerance levels (red):

- PI 18 – The average number of working days/shifts lost due to sickness (all staff).
- PI 20 – The average number of working days/shifts lost due to sickness (non-uniformed employees).

4.5 Safety, Health and Environment Performance Indicators

4.5.1 The performance indicator for the following area demonstrates performance is within the tolerance levels (green):

- PI 22 – The total number of RIDDOR injuries.

4.5.2 The performance indicator for the following area demonstrates under performance against the tolerance levels (red):

- PI 21 – The total number of injuries

4.5.3 The following performance indicators are all reported on an annual basis (in quarter four):

- PI 23 – To reduce the Fire Authority's carbon emissions
- PI 24 – To reduce the gas use of Fire Authority premises.
- PI 25 – To reduce the electricity use of Fire Authority premises.

5. **PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The InPhase performance management system has now been implemented and continues to be embedded across the organisation. It is envisaged that InPhase will continue to be further developed where applicable.
- 5.2 Full engagement with staff and departments across the organisation continues with InPhase, ensuring the involvement of all key stakeholders and end users.
- 5.3 3PT is an acronym for a layered approach to portfolio, programme, project, and task management.
- 5.4 Development of the 3PT infrastructure as a project itself has been completed. It is now being embedded across the Service to manage performance in a project environment as work streams are identified for implementation.

6. **CORPORATE RISK**

- 6.1 Corporate Risks are those risks that, if realised, would seriously affect the Service's ability to carry out its core functions or deliver key objectives.
- 6.2 In accordance with the Corporate Risk Management Strategy, all risks maintained within the Corporate Risk Register have been reviewed by Senior Risk Owners in order to update the relevant triggers, impacts and control measures and determine a relevant risk score, if appropriate, based on assessment of likelihood and impact.
- 6.3 A report of progress against our Corporate Risks is submitted separately to the Audit and Risk Committee.

7. **EQUALITY IMPACT ASSESSMENT**

In preparing this report, an initial Equality Impact Assessment is not required and has not been carried out. The matters contained within this report will not lead to a policy change.

8. **LEGAL IMPLICATIONS**

The course of action recommended in this report does not raise issues which should be drawn to the attention of the Authority's Monitoring Officer.

9. **FINANCIAL IMPLICATIONS**

- 9.1 The level of response, protection and prevention resources required to achieve the targets for the operational indicators shown in Appendix 1 were considered as part of the Authority's 2018/2019 budget setting process which established a total budget requirement of £95.477 million. As at the end of September 2018 actual expenditure was £49.558 million compared to a profiled budget of £49.617 million resulting in a £0.059 million underspend.
- 9.2 The delivery of services which contribute to the performance achievements comprise of goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch based staff that provide emergency response as well as prevention services.
- 9.3 The full year budget for smoke alarms and other supporting materials in 2018/2019 is £329,900. Actual expenditure as at the end of September 2018 was £161,100. Expenditure for the second quarter is in line with the profiled budget.

10. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

BACKGROUND PAPERS

‘The Plan 2018-21’ Strategic Objectives.

Corporate Action Plan updates.

Corporate Risk Position Statement Quarter 2 2018/19 (exception report).

The contact name for this report is Gary Taylor (Assistant Chief Fire Officer), telephone number 0121 380 6006.

PHIL LOACH
CHIEF FIRE OFFICER


Performance Indicator Performance – Quarter One 2018/19

Key:	
Blue	Over performance against the tolerance levels
Green	Performance is within the tolerance levels
Red	Under performance against the tolerance levels

Response

Our response priorities focus on dealing excellently with emergency incidents:




- The most serious emergency incidents will be attended, on average, within five minutes to save life, protect homes and businesses, and keep our transport networks moving
- Our commitment to operational excellence will reduce risk to life and property and enable an assertive, effective and safe emergency response to all incidents whilst supporting firefighter safety
- At all incidents we attend we will lead and co-ordinate rescue operations whilst working collaboratively with other agencies to deliver an excellent response and meet public expectations
- We will enhance resilience and deliver a local, national and international response to major incidents, emerging threats, and humanitarian situations through our specialist response teams

PI 1		The Risk Based Attendance Standard Target: under 5 minutes Actual: 4 minutes 43 seconds Over performance against the tolerance levels
<p>The median attendance time to high-risk (Cat 1) incidents in quarter two was 4 minutes 43 seconds, the same as the previous quarter and a four second increase compared to the same quarter in 2017/18.</p> <p>Attendance times for Category 2, 3 & 4 incidents remain well within target:</p> <ul style="list-style-type: none"> • Category 2: 5 minutes 22 seconds (target is under 7 minutes) • Category 3: 4 minutes 55 seconds (target is under 10 minutes) • Category 4: 6 minutes 53 seconds (target is under 20 minutes) 		

Prevention


Our prevention priorities focus on making safer, healthier communities:

- The number of people killed or seriously injured by fire-related incidents will reduce as we focus, with our partners, on the risks faced by the most vulnerable people in our communities
- Arson-related incidents will fall, supporting safer and stronger communities, as a result of our partnership working
- Fewer people will be killed or seriously injured on West Midlands roads, as we work with the West Midlands Combined Authority and other organisations to develop and deliver interventions that support the West Midlands Regional Road Safety Strategy
- The safety, health and well-being of the most vulnerable people in our communities will improve through our interventions delivered to tackle the effects of an increasing demand on health and social care services

PI 2		The number of accidental dwelling fires Forecast YTD: 781 (696 – 844) Actual to date: 831 Performance is within the tolerance levels
<p>There were 379 accidental dwelling fires in quarter two, 3.1% below target for the quarter, although 6.3% above target year to date. The number of incidents in quarter two was the lowest since quarter one in 2016.</p>		
PI 3		Injuries from accidental fires in dwellings (taken to hospital for treatment) Forecast YTD: 30 (21 – 38) Actual to date: 18 Over performance against the tolerance levels
<p>There were 10 injuries as a result of accidental dwelling fires in quarter two, five below target and below the lower tolerance level.</p> <p>Five injuries occurred within the Birmingham Command, three occurred within Black Country South, and one injury occurred in Black Country North and Coventry and Solihull Commands.</p> <p>Six of the incidents were located within the kitchen, of which five were due to cooking appliances (the remaining incident was fuel or chemical related). The cause of injuries varied with the majority being caused by the casualty attempting to fight the fire.</p>		
PI 4		The number of deaths from accidental dwelling fires Forecast YTD: N/A Actual to date: 3

There was one fatality due to Accidental Dwelling Fires during quarter two.


The incident occurred within the Black Country South Command Area. The individual was over 65 years old. Cause of the fire had been attributed to an overloaded extension lead.

PI 5		The percentage of Safe and Well visits referred by our partners Forecast YTD: 55% (55% - 57.5%) Actual to date: 49.9% Performance is below the tolerance levels
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The percentage of Safe and Well visits referred by our partners during quarter one was 49.9%, below the target of 55%.

Monthly breakdown:

July – 51.6%
 August – 49.9%
 September – 48.0%

PI 6		The number of Safe & Well points achieved by the Brigade Forecast YTD: 150,000 Actual to date: 167,381 Over performance against the tolerance levels
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167,381 Safe & Well points were achieved during quarter two, over 17000 points above the target year to date. 81,576 points were achieved during quarter two, more than 6500 points above the quarterly target.

During August the new Tymly system was introduced in the Black Country South Command Area. 556 visits were completed using the system. Tymly uses an updated risk model and does not record Safe and Well points. If it was assumed that these visits accrued the average number of Safe and Well points for the command during the quarter, these visits would have added 4869 points to the quarterly total.

Breakdown of the total number of Safe & Well (S&W) for quarter two:

	July	August	September
Total S&W visits:	3350	3648	3682
Total S&W per appliance per day:	1.86	2.03	2.12
Total S&W points*:	27838	27823	25867


*Please note that the figures quoted in the table may not tally 100% with the quarterly figure due to delays in the data systems. Visits recorded on Tymly are not included within these figures.

PI 7		The number of people killed or seriously injured (KSI) in road traffic collisions Forecast YTD: Not applicable Actual to date: 226 (not up to date)
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Delays continue in the provision of figures for this performance indicator (data has been received up to August). At the time of writing, figures indicate 226 people killed or seriously injured in road traffic collisions year to date, 171 during quarter one, and 55 in quarter two.

Quarter one 2018/19 data indicates a significant reduction compared to previous months with a decrease of 8.1% compared to quarter four 2017/18 and reduction 42.4% when compared to quarter three 2017/18.


There were a total of 52 serious injuries and three fatalities during July 2018.

PI 8		The number of deliberate fires in dwellings Forecast YTD: 101 (79 – 119) Actual to date: 127 Under performance against the tolerance levels
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The number of deliberate fires in dwellings were above target for both the year and the quarter.




Quarter two experienced the highest number of incidents in a quarter (66 incidents) since quarter two 2013/14 (70).

41% of incidents during the quarter occurred in July 2018 (27 incidents).

PI 9		The number of deliberate fires in non-domestic premises Forecast YTD: 97 (76 – 114) Actual to date: 75 Over performance against the tolerance levels
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The number of deliberate fires in non-domestic premises were eight incidents below target for the quarter and 22.4% below target year to date.



August was the only month during the quarter where the combined total of incidents across all command areas was above target (and then, only by three incidents).

PI 10		The number of deliberate vehicle fires Forecast YTD: 449 (351 – 526) Actual to date: 411 Performance is within the tolerance levels
<p>Deliberate vehicle fires have increased slightly for quarter two when compared to the previous two quarters. However, the number of incidents remains comfortably within the tolerance levels. July was the only month where the number of incidents was above target, and then only by six incidents.</p>		
PI 11		The number of deliberate rubbish fires Forecast YTD: 1165 (1037 – 1259) Actual to date: 875 Over performance against the tolerance levels
<p>459 incidents occurred during quarter two, representing an increase compared to the previous quarter but remaining below the lower tolerance level. However, quarter two represented a 15.9% decrease (88 incidents) compared to the same period in 2017/18. There 208 incidents during July, the highest number of incidents in any given month for the financial year.</p> <p>44.4% of incidents involved 'loose refuse / rubbish', followed by 'Rubbish bin / small refuse container outside' accounting for 21.6%.</p>		
PI 12		The number of deliberate fires in derelict buildings Forecast YTD: 89 (70 – 105) Actual to date: 69 Over performance against the tolerance levels
<p>The number of deliberate fires in derelict buildings decreased during quarter two by almost 40% compared to the previous quarter and 35% compared to quarter two 2017/18.</p> <p>Although the number of incidents have reduced, incidents in the Birmingham Command Area were above the upper tolerance level for the quarter. All other command areas were within the tolerance levels.</p>		




Protection




Our protection priorities focus on creating stronger businesses and safer communities. We will ensure:

- High risk buildings including residential high rise, are assessed to ensure public safety and provide reassurance from the risks of fire
- Businesses become safer from fire through interaction with our people delivering integrated prevention, protection and response services
- Enhance economic growth by providing clear advice and flexible support in collaboration with other regulators and partner agencies
- Utilise and evidence-based approach to risk reduction to enable effective engagement with the most vulnerable businesses and members of the community
- Reduce the impact of Automatic Fire Alarms, to minimise unnecessary disruption and costs to businesses, other organisations and our communities

PI 13		The number of accidental fires in non-domestic premises Forecast YTD: 208 (163 – 244) Actual to date: 224 Performance is within the tolerance levels
<p>There were 100 accidental fires in non-domestic premises during quarter two, 5.5% below the quarterly target. The number of incidents during August and September were below the monthly targets.</p>		
PI 14	 Fire alarm	The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises Forecast YTD: 2747 (2445 – 2967) Actual to date: 3071 Under performance against the tolerance levels
<p>There were 1649 false alarm calls due to fire alarm equipment in dwellings and non-domestic premises during quarter two, representing the highest number of incidents in a given quarter since quarter three 2014/15.</p> <p>There had been an increase in dwelling properties during quarter two with almost 110 more incidents at this property type compared to the start of the financial year. Other residential buildings (not dwelling) such as nursing homes and student accommodation, have also seen a 62.5% increase in incidents when comparing September to April 2018. Incidents at health premises had also increased slightly by 6.1% compared to quarter one.</p>		


People Support Services

PI 15		<p>The percentage of employees that have disclosed their disabled status Target: 100% (90% - 100%) Actual to date: 93.9% Performance is within the tolerance levels</p>
<p>The percentage of employees disclosing their disability status has remained relatively constant with a slight rise compared to previous periods, to 93.9%.</p>		
PI 16		<p>The number of female uniformed staff Target: 104 (93 – 115) Actual to date: 103 Performance is within the tolerance levels</p>
<p>The number of female uniformed staff has increased to 104.</p> <p>38 firefighters have been employed during the first two quarters of 2018/19, 14 (37%) of which are women. The Service has set a target of 40% for the year and remains confident that the target will be met. A training course comprising 16 new starters is due to commence in October. 11 (69%) of the new starters are female which would result in the overall number of new starters to 54, 28 (46) of whom will be women.</p> <p>40% of uniformed posts are crew commander or above. 25% of female staff in uniformed positions hold the role of crew commander or above. When considering non-uniformed staff, 59% of posts are above a grade eight; 47% of female non-uniformed staff are in a post above a grade eight. This is a 3% increase compared to quarter one.</p>		
PI 17		<p>The percentage of all staff from BME communities Target: 11.3% (10.7% – 12.5%) Actual to date: 11.2% Performance is within the tolerance levels</p>
<p>The percentage of all staff from black and ethnic minority (BME) communities has remained relatively constant over time with a slight increase to 11.2% in quarter two (10.9% in quarter one).</p> <p>Staff from BME communities account for 9.8% of uniformed posts, 17.3% of non-uniformed posts, and 1.5% of Fire Control posts.</p> <p>When considering the ethnicity profile of crew commanders and above, 28% of BME uniformed staff hold a management position. When considering non-uniformed staff, 59% of posts are above a grade eight; 59% of BME non-uniformed staff are in a post above a grade eight.</p>		

PI 17a		<p>The percentage of uniformed staff from BME communities Target: 9.9% (8.9% – 10.9%) Actual to date: 9.8% Performance is within the tolerance levels</p>
<p>9.4% of uniformed staff are from Black and Minority Ethnic (BME) communities (just below target).</p> <p>28% of uniformed BME staff are in a management position (Crew Commander and above).</p> <p>Of the new firefighters recruited during quarters one and two, 12 (32%) were from BME backgrounds. The overall target of 35% has been set for the year and although the year to date figure is slightly below this, the Service is confident that the target will be met. A training course comprising 16 new starters is due to commence in October. Three (19%) of the new starters are from a BME background which would result in the overall number of new starters increasing to 54, 15 (28%) of whom will be BME.</p>		
PI 18		<p>The average number of working days/shifts lost due to sickness – all staff Target: 1.72 (1.38 – 2.10) Actual to date: 2.12 Under performance against the tolerance levels</p>
<p>An average of 2.12 working days/shifts per person were lost due to sickness during quarter two, above target and above the upper tolerance levels. The figure represents an 18.8% increase compared to the same period in 2017/18.</p>		
PI 19		<p>The average number of working days/shifts lost due to sickness – uniformed and Fire Control staff Target: 1.65 (1.32 – 1.98) Actual to date: 1.96 Performance is within the tolerance levels</p>
<p>An average of 1.96 working days/shifts per person were lost due to sickness during quarter two. This was above the target although within the tolerance levels. The figure represents a 15.1% increase compared to the same period in 2017/18.</p> <p>24% of Uniformed sickness episodes had no absence reason recorded.</p> <p>16% of Uniformed back to work interviews had not been recorded on HRMS.</p> <p>The top 5 causes of sickness are:</p> <ul style="list-style-type: none"> • Mental health • Gastrointestinal • Joint problems • Post - Operative 		

- Musculoskeletal – back

829 days were lost through restricted duties during the period, compared to 917 days during the same period last year.

PI 20		The average number of working days/shifts lost due to sickness – non-uniformed staff Target: 1.93 (1.55 – 2.32) Actual: 2.65 Under performance against the tolerance levels
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An average of 4.16 working days/shifts per person were lost due to sickness during quarters one and two. This was above the target and the upper tolerance level. The figure represents a 31.6% increase compared to the same period in 2017/18.


22% of non-uniformed sickness episodes have no absence reason recorded.

35% of non-uniformed back to work interviews have not been recorded on HRMS.

It is not able to report the top 5 causes of sickness as they may identify individuals.

Four members of staff were on restricted duties (same as per the last three quarters).

Safety, Health and Environment





PI 21		The total number of injuries Forecast YTD: 63 (56 – 67) Actual to date: 71 Under performance against the tolerance levels
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There were 32 injuries during quarter two, seven fewer than in quarter one. 27 reports out of 71 (39%) were incident related. Slips, trips and falls remained the main cause (resulting in 20 injuries, out of 71 injuries).

There were 157 near hit reports during quarters one and two, a 30% increase compared to the same period in the previous year. The main items being reported were:

- Satnavs – 25
- Dust at Hay Mills – 23
- Wigwags – 10 (9 at Dudley)
- Mobile Data Terminals – 7
- Breathing Apparatus communications – 5

There were 39 violence near hit reports during the quarter, 84 reports in total since the start of the financial year. 81 of the 84 reports were incident related, 64 reports involved verbal abuse. There were no significant trends by location.

PI 22		The total number of RIDDOR injuries Forecast YTD: 7.5 (6.8 – 7.9) Actual to date: 7.0 Performance is within the tolerance levels
<p>There were three RIDDOR reports during quarter two. The three incidents were spread across one at an incident, one experienced by a uniformed member of staff dismounting an appliance, and one experienced by a member of support staff whilst undertaking their duties.</p> <p>Note: RIDDOR refers to the ‘Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. Further information is available via the Health and Safety Executive website.</p>		
PI 23		To reduce the Fire Authority’s carbon emissions Forecast YTD: N/A Actual to date: N/A
Performance indicator is reported annually.		
PI 24		To reduce gas use of Fire Authority premises Forecast YTD: N/A Actual to date: N/A
Performance indicator is reported annually.		
PI 25		To reduce electricity use of Fire Authority premises Forecast YTD: N/A Actual to date: N/A
Performance indicator is reported annually.		

WEST MIDLANDS FIRE AND RESCUE AUTHORITY
SCRUTINY COMMITTEE
14 NOVEMBER 2018

1. DIVERSITY INCLUSION COHESION EQUALITY (DICE) UPDATE

Report of the Chief Fire Officer

RECOMMENDED

THAT Scrutiny Committee note the progress made by the Service in relation to DICE during the last 6 months.

2. PURPOSE OF THE REPORT

To provide an update to Scrutiny Committee to review and consider the ongoing progress being made by the Service in advancing DICE. This activity supports our equality objectives as well as our statutory requirements of the Public-Sector Equality Duty and Equality Act 2010.

3. BACKGROUND

- 3.1 The DICE objectives contained within the DICE report were developed in consultation with functions and departments across the Service. The objectives not only fulfil our legal duties as a public-sector organisation under the Equality Act 2010, but also help address areas of development towards achieving excellence in the Equality Framework.
- 3.2 This report details our continued progress towards achieving our objectives and provides an update in relation to the Equality Framework.

4. LEADERSHIP, PARTNERSHIP AND ORGANISATIONAL COMMITMENT

- 4.1 The organisation's Attraction and Selection Officer has been nominated as the Asian Fire Service Association (AFSA) national lead for positive action. This position opens a national channel for sharing best practice and driving innovation supported by the AFSA network.
A national meeting has been held in Derbyshire with the view to another being held in the future at West Midlands Fire Service HQ.
- 4.2 WMFS have been engaging with the Home Office and in particular the Fire Reform Unit since mid-2017. This relationship has put us at the heart of the national awareness campaign which is due to launch in the Autumn of 2018. Having attended several meetings held at the Home Office WMFS have been able to share in detail how we have evolved our approach to attraction and selection. This has led us to be highlighted for best practice in the launch for the Fitness Guide which forms part of the national awareness campaign. WMFS received attention from national and local press having been sighted as the national leaders in this area.
- 4.3 Station and Watch Commander have been interviewed for and included in the national role model guide to support the future release of the national awareness campaign. The plan is to have all the guides on the site, but to highlight particular guides during specific times. For example, female role models on international women's day, role models from a minority group during black history month, LGBT role models for pride etc. More importantly all of the role models together show that firefighters come from all parts of the community and can have a successful career in the fire sector.
- 4.4 WMFS is actively engaging with a number of FRSs to share our approach and best practice with regard to attraction and selection activities. Our prominence in the national awareness campaign as well as AFSA has made us accessible across the sector for organisations that are currently or considering engaging in firefighter recruitment activity.
- 4.5 Our Attraction and Selection Officer has been accepted onto a course with the NHS Employers leadership academy and a Level 6 Diversity and Inclusion course delivered by Inclusive Employers.

The NHS programme fits with the Academy's wider body of powerful positive action work to promote diversity and inclusion throughout the public sector. The ultimate aim is to develop more inclusive leaders at all levels.

The level 6 programme offers significant learning and development opportunities for delegates and space to demonstrate expertise via qualification as well as practice.

- 4.6 WMFS attended the National Fire Congress in May 2018 where two members of staff were amongst 17 experienced speakers and panellists. The Congress was an opportunity to learn more about the current position and future direction of the UK Fire and Rescue Service, from some of the sector's leading experts. It is believed that this Congress helped invigorate the discussion beyond compliance with the law to a more inclusion focused agenda, in order to permanently transform the Fire and Rescue Service for the better.
- 4.7 Work continues on updating DICE policies. The Dignity at Work policy has been updated in line with feedback from Stonewall to ensure it is fully LGBT inclusive, and a more detailed section around sexual harassment is being consulted on by our stakeholder groups to add extra weight to the policy. After guidance from Stonewall, the Transgender policy has now been published. These improvements will allow us to demonstrate that our policies are fully inclusive and reflect best practice. This will be reflected in our score for policy under the Stonewall workplace equality index and ensure we are in a good position for any future inspections.
- 4.8 The Equality Impact Assessment (EIA) process is being modernised to allow greater analysis around equality impact assessments and accountability.

The introduction of the revised EIA system will be supported by delivery of workshops and an E learning package. The completion of the EIA is now a requirement for any business case at JCC which has seen an increase in EIA completion.

- 4.9 In July 2018 WMFS was accepted to join the NHS Partners' Programme which brings organisations together to share best

practice around Diversity and Inclusion. Acceptance onto the programme was a recognition of the progress WMFS has made in recent years and allows learning from a different sector.

The NHS Partners' Programme brings together Diversity and Inclusion professionals and managers from NHS trusts across England to share best practice and discuss how Diversity and Equality issues can be moved forward. As the only non-NHS partner in this year's cohort membership allows us to share our own best practice and to learn from progress made in a different sector.

4.10 Members of WMFS LGBT group Fire Out facilitated an awareness session regarding the public consultation on the Gender Recognition Act. Several members of SET engaged and supported this session. WMFS continues to be a Stonewall Diversity Champion and has submitted its evidence for the Stonewall Workplace Equality index in September, along with our evidence to the top 50 Inclusive employers.

4.11 Early June 2018, 10 women from a wide variety of roles attended the networking women in the fire service development weekend at the Fire Service College, the attendees took part in a range of activities from personal development to command and control and fire investigation.

The event helps inspire and improve confidence of women in the organisation, after the weekend attendees are encouraged to share their learning and experiences with other women to inspire others and encourage more women to develop themselves and go for promotion.

4.12 The DICE team have developed an unconscious bias workshop which has now been delivered to over 100 employees from a variety of stations and departments. Feedback has been very positive and is currently being further analysed to improve future workshops. Input for managers as part of the Managing Excellence course is currently being developed ready for delivery early 2019.

4.13 The 4 stakeholder groups, Inspire, Fire out, Affinity and AFSA continue to gather momentum. Terms of reference and deliverable objectives are under development.

The stakeholder groups are working together to develop a short video to assist employees when asking monitoring questions connected with sexual orientation, gender identity, faith and ethnicity. This video is due for completion by December 2018.

Fire out has been active across the UK supporting various Pride events and will be supporting Birmingham's first Black Pride in 2019.

Inspire hosted its first guest speaker event on 7th September with subject area specialists in youth engagement and child sexual exploitation delivering at the event at headquarters.

Our local AFSA group are continuing to move the agenda forward locally and a variety of local AFSA workshops are planned as well as supporting a good attendance at the AFSA national conference in Manchester in December.

- 4.14 WMFS was proud to host the Asian Fire Service Association (AFSA) spring conference on 10th/11th May in Sutton Coldfield. The 2-day conference was attended by over 30 employees from a wide variety of roles within WMFS and had delegates from FRS from all over the UK as well as guest speakers and delegates from a wide variety of organisations. The best practice and progress in recruitment of a diverse workforce for WMFS was highlighted with the DICE team presenting one of the key breakout sessions.

WMFS are hosting a regional AFSA workshop in November focused on the AFSA Smoke and Mirrors report and plans are already in place for a good attendance from WMFS at the AFSA national conference in Manchester in November.

- 4.15 WMFS are continually looking to overcome barriers for individuals wishing to join the Fire Service and are monitoring progress in areas such as issues faced by the Sikh community. In 2017 the HSE conducted a consultation exercise reference the extending of the exemption for Sikhs who wear turbans from having to wear safety helmets. Whilst this exemption was extended to some industry, e.g. construction, it was not extended to the Fire and Rescue Service.

For baptised Sikhs it is a requirement for them not to cut their hair, including shaving their beard. Not all Sikhs are baptised and we do have Sikh operational staff who choose to shave their beard. Currently there is no Breathing Apparatus product available that meets UK safety requirements.

Masks used by military special forces, who often wear beards, are suitable for use in smoke grenade situations but not in firefighting situations.

5. COMMUNITY KNOWLEDGE AND ENGAGEMENT

- 5.1 In June "Windrush Public Services Community Day" took place at Tally-Ho. This event was attended by over 400 members of our local community including schools and local colleges. The main purpose of this event was to celebrate 70th year anniversary of the Windrush generation as well as collaboration work with WMFS, WMP, NHS, Royal Airforce, RAF, Army and various other public services.

During this event an RTC extrication demonstration was carried out by crews from Highgate, using the casualty simulation group. Multiple workshops were put in place to offer fire safety advice and to gain Safe and Well referrals. Fantastic feedback was given from members of the community as well as other public service organisations.

- 5.2 WMFS involvement in Birmingham Pride in May continues to demonstrate our commitment to LGBT issues. This year's Birmingham Pride saw a good attendance from WMFS with the first use of our community engagement vehicle. The vehicle had been converted from an Incident Response Unit by Transport Engineering Workshops who engaged with the project with great enthusiasm and turned an underutilised vehicle into a great community asset. This vehicle, which is now available for booking for station open days and community events, was formally launched at a pre-Pride event hosted by WMFS and attended by LGBT stakeholder groups from West Midlands Police and West Midlands Ambulance.
- 5.3 WMFS is hosting a regional Stonewall education event at our Headquarters in December and plans to build further on our progress to be one of the top LGBT inclusive employers in the coming 12 months.

6. EFFECTIVE SERVICE DELIVERY

- 6.1 Ward End Station has hosted WMFS dyslexia support group meetings as well as several crews receiving child exploitation awareness training focusing on the issues of Birmingham's eastern corridor.
- 6.2 Several crews from Highgate station attended Eid celebrations in June with a potential audience of 140,000. They raised awareness of road safety issues among their target audience of 17-24-year-old Asian males who are shown to have a high risk of accident. Crews from Highgate have also appeared on Unity FM to promote safe and well visits.
- 6.3 Members of WMFS deaf signing team supported the sign2sing project in local schools, the only blue light organisation to support this scheme.
- 6.4 Crews from Fallings Park have been engaged with Wolverhampton Domestic Violence Forum attending training to raise awareness and understanding around the issues of forced marriage and domestic violence.
- 6.5 Foleshill crews hosted a station visit by Coventry Women's Partnership in August and White Watch Foleshill teamed up with members of a local Mosque to hold a fund-raising car wash.

7. EMPLOYMENT CONDITIONS, HEALTH AND WELLBEING

- 7.1 As at 1st July 2018, WMFS employed a total of 1,911 employees of which:

1,405 (74%) are uniformed, 439 (23%) non-uniformed, and 67 (3%) Fire Control.

7% (n=96) of uniformed staff are female, compared to more than half (n=240) of non-uniformed staff and 86% (n=63) of Fire Control staff.

Declaration rates remain high with 93% of all employees have made a declaration regarding disability. 3.8% have stated that they have a disability.

83% of all employees have made a declaration with regard to sexual orientation, however 17% (n=247) have stated that they 'prefer not to say'.

Further information in relation to the profile of the workforce can be found at Appendix 1.

- 7.2 During the reporting period January 2018–June 2018 there were a total of 2 grievances lodged. Both grievances were from operational employees.

For this reporting period the number of grievances has decreased from the last reporting period. The previous report showed that there were 6 grievances lodged within a 6-month period.

- 7.3 During the reporting period January 2018 – June 2018 there were 12 discipline cases.

10 cases were investigated as Gross Misconduct, all were grey book employees

There have been no trends identified relating to equality strands.

- 7.4 After losing several strong candidates at medical stage for failing to meet the eyesight standard, a discussion paper has been initiated to see if there is a justification to examine the existing visual standards that apply for new entrant firefighters at point of entry.

Changing the standards midway through the recruitment programme may be problematic and a change in the standards should be objectively assessed and carefully considered. A risk assessment approach involving People Support Services, Health and Safety and Occupational Health is being considered with focus on the likelihood of loss of visual aids, the consequence of this occurring in recruits with poor unaided vision and whether any controls could safely mitigate this. It is also important if WMFS were to amend the standards that we can define what standards we will then implement at new entrance stage, considered alongside the standards for incumbent firefighters.

8. RECRUTIMENT, TRAINING AND PROGRESSION

8.1 Positive action continues to be a focus internally and externally with WMFS supporting and encouraging underrepresented groups in several ways.

8.2 For the financial year 2018/2019 our firefighter recruitment targets are:

- 40% of new starters will be women
- 35% of new starters will be BAME (Black, Asian, Minority Ethnic)

Since April 2018 WMFS have employed 54 new entrant firefighters, 25 (46%) women and 15 (28%) BAME.

8.3 Further review of the new entrant firefighter assessment process has recommended a move from paper- based processes to more streamlined digital system. This will see the procurement of 3 tablets and the introduction of a cloud-based data management suite. This change will significantly reduce the amount of time required to administer firefighter analysis.

8.4 WMFS further diversified its pre-recruitment programmes with the introduction of new courses and programmes aimed at supporting under-represented groups within the process. Midterm data analysis showed that BAME men were less likely to perform as well as white men whilst BAME women and White women were most likely to be successful. Having introduced further interventions and support for BAME men there has been a continuous upward trend resulting in BAME Men performing equally as well as White men. Women remain the highest performers.

8.5 40% of all uniformed posts are crew commander or above. 27% of female uniformed staff hold a crew commander position or above, compared to 41% of male uniformed staff. When considering the gender profile of non-uniformed staff who hold positions above a grade 8, the gender difference is more pronounced. 58% of all non-uniformed posts are above a grade 8. 44% of female non-uniformed staff are in positions above a grade 8, compared to 74% of male non-uniformed staff.

When considering the age profile of the workforce the average age of all staff is 43 years, with 74% of the workforce aged between 35 and 54 years. Just 3% (n=59) are under the age of 24. The average age of uniformed staff is 41 years, non-uniformed staff 47 years and Fire Control 42 years.

11% (207) of all employees are from a BAME background (Black, Asian or Minority Ethnic) compared to 30% of the working population of the West Midlands.

27% of BAME uniformed staff hold a crew commander position or above, compared to 42% of White uniformed staff.

51% of BAME non-uniformed staff hold a position above a grade 8, compared to 59% of White non-uniformed staff.

9. 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 with regard to all of the protected characteristics.

10. RISK IMPACT ASSESSMENT

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

11. 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.

12. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

13. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from this report.

The contact officer for this report is Sarah Warnes, Strategic Enabler for People, contact number 07973 810813.

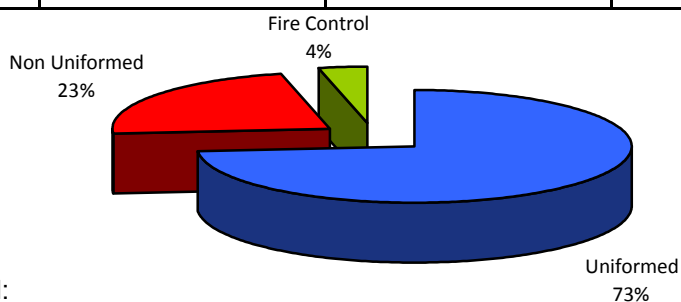
PHIL LOACH
CHIEF FIRE OFFICER

Workforce Profile (1.7.18)

This information is produced by Workforce Planning and is updated every quarter.
If you need similar information for your area to help you complete your EIAs please give us a ring (380 6193).

Employees

Employees	Uniformed	Non Uniformed	Fire Control	Total
	1405	439	67	1911

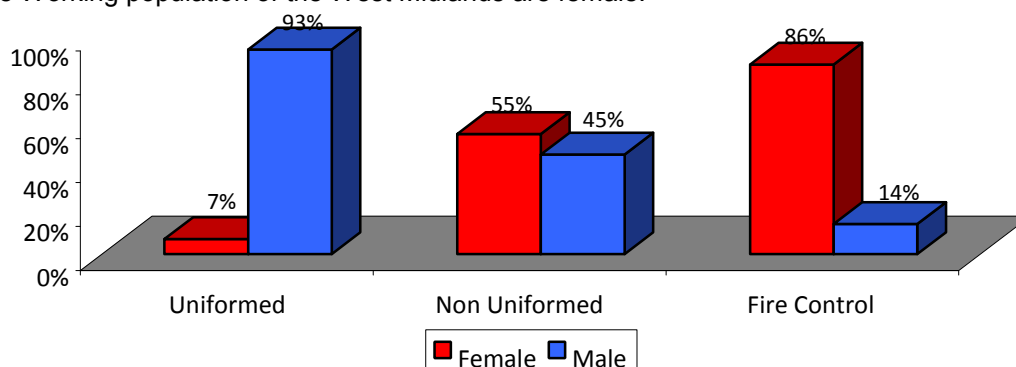


Three quarters of employees are Uniformed:

Gender

Gender	* Uniformed	Non Uniformed	* Fire Control	Total
Female	96	240	63	399
Male	1303	199	10	1512
Total	1399	439	73	1911

* Former Fire Control staff working in Uniformed posts are reported as Uniformed staff apart from when reporting gender. 7% of uniformed staff are female, compared to more than half of non-uniformed staff and 86% of Fire Control staff. 50% of the Working population of the West Midlands are female.



Age

Age group	Uniformed	Non Uniformed	Fire Control	Total
17 - 24	36	21	2	59
25 - 34	214	47	14	275
35 - 44	569	84	21	674
45 - 54	556	161	23	740

55 - 64	29	106	7	142
65+	1	20	0	21
Total	1405	439	67	1911

Average age	41.8	47.4	42.3	43.1
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The Uniformed workforce is ageing.
The average age of Non Uniformed staff is 47. Males and females have a similar average age but different age profiles. A higher proportion of males than females are under 30 and over 60.

Female Progression

Uniformed Staff

Management Band	Female	Male	Total
Foundation (FF)	70	767	837
Supervisory (CC & WC)	18	479	497
Middle (SC & GC)	7	49	56
Strategic	1	8	9
Total	96	1303	1399

40% of Uniformed posts are Management posts (above FF). 27% of female Uniformed staff, a Uniformed staff are in Management posts.

Non-Uniformed Staff

Management Band	Female	Male	Total
Foundation (G1-8)	134	51	185
Supervisory (G9-14)	86	116	202
Middle (G15-17)	12	20	32
Strategic	8	12	20
Total	240	199	439

The gender difference in grade is more pronounced amongst Non-Uniformed staff. 58% of Non Management posts (above Grade 8). 44% of female Non-Uniformed staff, and 74% of male No Management posts.
43% of Fire Control posts are Management posts (above FF).

nd 41% of male

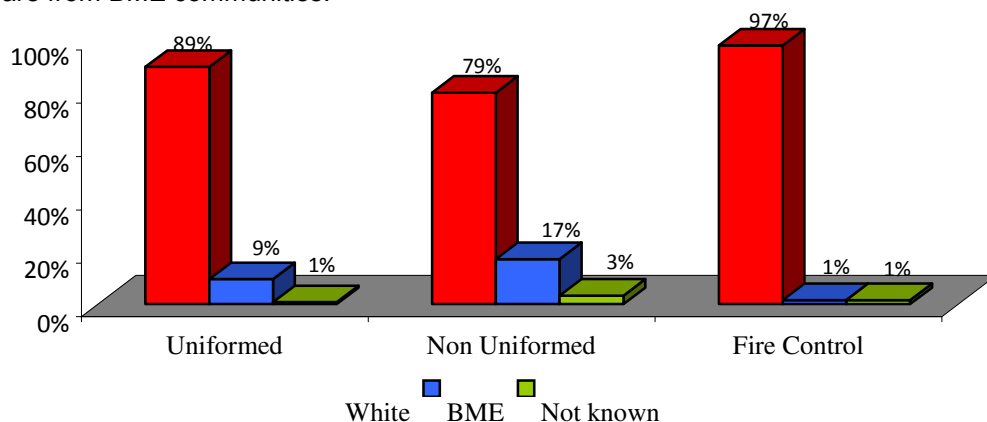
-Uniformed posts are n-Uniformed staff are in

Ethnicity

Ethnicity	Uniformed	Non Uniformed	Fire Control	Total
White	1250	348	65	1663
BME	132	74	1	207
Prefer not to state	13	3	0	16

Not declared	10	14	1	25
Total	1405	439	67	1911

11% of employees are from Black or Minority Ethnic (BME) communities. 30% of the working population of the West Midlands are from BME communities.



BME Progression

40% of Uniformed posts are Management posts (above FF). 27% of BME Uniformed staff, and 42% of White Uniformed staff are in Management posts.

58% of Non-Uniformed posts are Management posts (Grade 9 and above). 51% of BME Non-Uniformed staff, and 59% of White Non-Uniformed staff are in Management posts.

Religion				
Religion	Uniformed	Non Uniformed	Fire Control	Total
Catholic	21	6	0	27
Christian	542	174	29	745
Protestant	1	3	0	4
Other Christian Denomination	13	4	0	17
Buddhist	5	1	0	6
Hindu	3	7	0	10
Humanist	8	0	0	8
Jain	1	0	0	1
Jewish	1	0	0	1
Muslim	16	9	0	25
Pagan	8	1	0	9
Scientologist	1	0	0	1
Sikh	8	14	0	22
Spiritualism	1	1	0	2
Other	36	8	1	45

None	346	96	27	469
Prefer not to state	169	36	6	211
Not declared	225	79	4	308
Total	1405	439	67	1911

16% of employees have not declared their religion.

Sexual Orientation

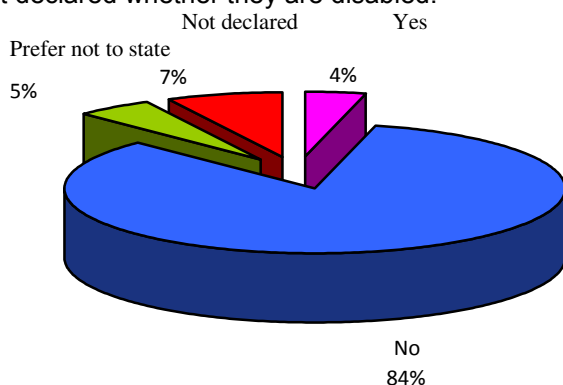
Sexual Orientation	Uniformed	Non Uniformed	Fire Control	Total
Bisexual	17	1	2	20
Gay/Lesbian	19	4	3	26
Heterosexual	943	298	52	1293
Prefer not to state	199	42	6	247
Not declared	227	94	4	325
Total	1405	439	67	1911

17% of employees have not declared their sexual orientation.

Declared a Disability

Disabled?	Uniformed	Non Uniformed	Fire Control	Total
Yes	38	33	2	73
No	1182	355	60	1597
Prefer not to state	87	11	1	99
Not declared	98	40	4	142
Total	1405	439	67	1911

7% of employees have not declared whether they are disabled.



WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

14 NOVEMBER 2018

1. **OPERATIONAL ASSESSMENT IMPROVEMENT REGISTER**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Committee notes the progress made in addressing the areas for consideration detailed within the Operational Assessment (OpA) Improvement Register.

2. **PURPOSE OF REPORT**

This report is submitted to provide members with an update on progress made in addressing the areas for consideration arising out of the Service's OpA and Fire Peer Challenge. All updates are detailed within the OpA Improvement Register (Appendix 1).

3. **BACKGROUND**

- 3.1 Members will recall that in the summer and autumn of 2016, the Service volunteered to take part in the OpA process. OpA consisted of a self-assessment and was assured by a Peer Challenge. OpA is designed to provide an understanding of the Service's performance across the range of its core activity and to provide assurance, to both the Strategic Enabling Team and to members of the Fire Authority, as to the efficiency and effectiveness of the Service and to identify opportunities for improvement.
- 3.2 The Service undertook the self-assessment in the summer of 2016, submitting it to the Peer Challenge team in early

September 2016. The Service received its Fire Peer Challenge in October 2016 which was undertaken by a team of peers from across the fire sector and wider public sector.

In addition to challenging the self-assessment, the Peer Team considered six core questions under the heading of Leadership and Corporate Capacity (as per the OpA toolkit), as well as a number of key themes that the Service had requested the Peer Team consider in more detail.

- 3.3 The findings of the Peer Challenge Team were detailed within the West Midlands Fire Service (WMFS) OpA and Peer Challenge Report which was published in June 2017, and presented to Members at the meeting of the Fire Authority held on 26 June 2017. The report highlighted 36 areas for consideration. It was confirmed that the Service would develop an Improvement Register to record and monitor progress in addressing the areas for consideration, and that regular performance reports would be provided to the Scrutiny Committee.
- 3.4 The first OpA Improvement Register was submitted to the Scrutiny Committee in October 2017, with a subsequent update submitted in March 2018. This third update for the period ending September 2018 is attached as Appendix 1 and details the continuing progress made against the areas for consideration. A summary of the progress made in addressing the areas for consideration is detailed in paragraph 3.6.
- 3.5 Work as a result of the Improvement Register is being treated as normal business and, as such, has been integrated into the Service's existing planning and performance management frameworks. Actions resulting from this work are being implemented and managed via the 3PT (portfolio, programme, project, task) environment.
- 3.6 Of the 36 areas for consideration (38 including sub-areas 14a, b and c) within the Improvement Register and noted by the Scrutiny Committee at its March 2018 meeting:
 - Five areas for consideration had been completed in addition to the 18 areas for consideration already classed as completed, having required no further action prior to the

October 2017 meeting of the Scrutiny Committee. These areas are shown with a grey background.

- Seven areas for consideration have been addressed since the March Scrutiny Committee and have been classed as completed, requiring no further action for the purposes of the Improvement Register. These areas are shown with a green background.
- 30 areas are now considered complete.
- Work is ongoing against eight areas for consideration. Progress made in these areas is as expected and on target. These areas are shown with an amber background.
- No areas of consideration have been classed as off target. In the event that an area will be classed as such, it will be shown with a red background.
- Full updates on the progress made within each area of consideration is available within the October 2018 update of the Improvement Register (Appendix 1).

3.7 In accordance with the principles of OpA and in line with the West Midlands Fire and Rescue Authority's commitment to openness and transparency, the Improvement Register is available on the Service's Committee Management Information System.

3.8 The next update of the Improvement Register is scheduled to be submitted at the March 2019 meeting of the Scrutiny Committee.

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 within this report will not directly lead to and/or not directly relate to a policy change.

5. **LEGAL IMPLICATIONS**

It is not a legal requirement to undertake OpA or a peer challenge. However, the Service is committed to performance improvement and is fully supportive of the sector driven approach of taking responsibility for its own performance improvement.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no direct environmental implications arising from this report.

BACKGROUND PAPERS

Operational Assessment and Fire Peer Challenge Toolkit

Policy Planning Forum, OpA presentation by DCFO Phil Hales, 5 September 2016

Policy Planning Forum, OpA Peer Challenge Feedback presentation by CFO Phil Loach, 12 December 2016

Item 16 Fire Authority 26 June 2017 – Operational Assessment and Peer Challenge Report

West Midlands Fire Service OpA and Peer Challenge Report (published June 2017)

Item 4 Scrutiny Committee 09 October 2017 – Operational Assessment Improvement Register

Item 6 Scrutiny Committee 26 March 2018 – Operational Assessment Improvement Register

The contact name for this report is Karen Gowreesunker, Clerk to the Authority and Strategic Enabler Strategic Hub, contact number 0121 380 6678.

PHIL LOACH
CHIEF FIRE OFFICER

Operational Assessment 2016 Improvement Register – update October 2018

Strategic Leadership and Governance					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
1.	Review of the Scheme of Delegation: A review of the Scheme of Delegation would provide some clarity about decision taking in the organisation. Peers felt that the role of Members could be enhanced further to provide this.	The scheme of delegations set out the Fire Authority's responsibilities in setting direction for WMFS. The delegations also set out the Chief Fire Officer's responsibilities in managing operations, workforce and allocation of resources to deliver against this strategy. However as governance for WMFS progresses, the future Reformed Fire Authority (RFA) and the ultimate transfer of governance to the Mayoral West Midlands Combined Authority (WMCA) will reshape the role of Members as numbers will reduce and therefore responsibilities will change.	SE Strategic Hub	RFA June 2018 (FRA AGM) Mayoral WMCA Oct-Dec 2018	Progress of this work stream will be monitored via existing reporting mechanisms into full Fire Authority. Complete.
2.	Members should be considered as change agents within the Service and on behalf of the community.	It is considered that this is already an expectation of all Members and more so Section 41 Members. Alignment to local fire stations supporting the delivery of preventative work as well as representing/being the voice of WMFS in local authorities, supporting the	SE Strategic Hub	RFA June 2018 (FRA AGM) Mayoral WMCA Oct-Dec 2018	Progress of this work stream will be monitored via existing reporting mechanisms into full Fire Authority. Complete.

		delivery of outcomes. Greater emphasis will be placed on expectations here from the Chair to ensure clarity. However, the changes outlined in number one above will have a great impact on the future role of Members as part of WMFRA and then the 'Fire Committee' in the Mayoral Governance options.			
3.	Allocating a member or two to various aspects of the Service so that they gain a far wider in-depth understanding of protection, prevention, equality and other areas so that when decisions are bought to the Authority, there are peers there who are recognised to have worked on the detail.	The approach of the Authority is for all members to have a rounded knowledge and understanding of strategy and progress in implementing this. This is supported through focused Policy, Planning Forums which support in depth information giving, as well as challenging question and answer sessions. There is a performance lead through the Chair of Scrutiny who also attends Corporate Performance Reporting forums quarterly. The Chair, Vice Chair and opposition leader currently have a focus specifically on governance change. There is a lead member who chairs the Joint Consultative Panel, thereby leading on employee relations as appropriate and the Chair of Audit champions risk and governance	SE Strategic Hub	RFA June 2018 (FRA AGM) Mayoral WMCA Oct-Dec 2018	Progress of this work stream will be monitored via existing reporting mechanisms into full Fire Authority. Complete.

		<p>Generally all Members are appraised of progress against strategy and particularly Section 41 Members, to support leadership across the 7 constituent Local Authority areas.</p> <p>As governance for WMFS progresses, the future Reformed Fire Authority (RFA) and the ultimate transfer of governance to the Mayoral West Midlands Combined Authority (WMCA) will reshape the role of Members. Membership of the RFA will reduce and therefore responsibilities will change. Introducing this suggested approach will be revisited on the move to a RFA in June 2018.</p>			
4.	The Fire Authority could offer more constructive challenge to the senior management team.	All Authority forums including the Policy Planning Forum and full Fire Authority meetings provide a forum for challenge and/or questions. The Policy Planning Forum in particular is an engagement forum used to ensure Members' awareness and ongoing involvement which enables challenge from Members.	SE Strategic Hub	No further action	Complete

5.	<p>Early engagement around the Fire Reform agenda with Members and Staff will help WMFS develop both its strategies for further reform and the organisations longer term vision.</p> <p>Development needs of Members need to be considered (in light of Home Office Fire Reform programme).</p>	<p>This is a developing conversation with members and has particular focus in Policy Planning Forum and Fire Authority due to the Authority's journey to governance change. Early engagement and progress reporting has taken place and continues in a timely way, with a focus on the delivery of an efficiency plan and governance change.</p>	SE Strategic Hub	Continuing.	<p>This action has been absorbed into wider Member development and will continue to be progressed.</p> <p>Complete.</p>
6.	<p>Some time spent on inward reflection by Strategic Enabling Team (SET) about its role and how this could be developed would be beneficial.</p> <p>Some SET members and other staff stated that there was a lack of clarity about SET's role.</p>	<p>The role of SET is continually evolving and developing. An example of where the clarity and role of SET has been strengthened is through the adoption of the approach to project management through 3PT.</p> <p>March 2018 Update: The ongoing 12 monthly review process of SET conducted by the CFO enables SET to evaluate its approach and effective delivery of the strategy. 3PT now provides the focus on the value delivered through the team.</p> <p>Regular development sessions are identified and delivered</p>	SE People	Ongoing	Complete.

		<p>through the team utilising a range a range of internal and external delivery methods.</p> <p>Based on this ongoing approach to the development of SET this consideration can be closed.</p>			
7.	<p>The Service should review how change is being implemented and how it can engage more fully with staff.</p> <p>The pace of change within WMFS has been significant in recent years. It might now be time for the organisation to review how change is being implemented and how it can engage more fully with the whole workforce. More opportunities for staff from different teams to problem solve in task and finish would help to a) eliminate barriers to change, and b) to review and revise new systems in the light of experience.</p> <p>There may be more opportunities to share learning and experience</p>	<p>How change is being implemented and how the Service can engage more fully with staff is deeply embedded into the work force reform programme that has commenced and is currently ongoing. This is an agreed priority within SET.</p> <p>Communication of change and the vision, both internally and externally is work that is ongoing and being implemented through:</p> <ul style="list-style-type: none"> • Shaping the Communication function to the 3PT environment in order to maximise value released within all areas of the organisation • Driving change through digital technology • Workforce reform programme <p>This work will also be embedded within the rolling Communications Strategy and the 3PT</p>	<p>SE Corporate Communications</p> <p>SE People</p> <p>SE Strategic Hub</p>	<p>Within our 3 year rolling strategy and a VUCA environment this is being absorbed into everyday activities and 3PT</p>	Complete.

	<p>better, and spread good practices more widely across stations and teams.</p> <p>The organisation needs to think about how it communicates its vision both internally and to the community. Members have a role to play here to. Clearer communications on change proposals might be considered to assist with organisational change implementation for staff and members. Seeking the views of members and staff on this point may well provide ideas for how communications could be improved.</p>	<p>environment through projects – for example the Digital Strategy.</p> <p>March 2018 Update: 3PT has been embedded amongst the SET and is being established across middle manager levels/project managers. This approach provides for a robust and comprehensive approach to change which embraces the whole workforce in leading and managing change, including at a task level. Communication sits at the core of enabling the effectiveness of this approach. Work continues with the review of communications and the introduction of open forums. This enables middle managers to come together and seek clarity regarding messaging and organisational position. It also enables two way communication and feedback from middle managers which is then fed back to SET. Additionally, feedback from ‘What’s Happening Visits’ and other communication streams are considered at SET regularly.</p>			
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		<p>October 2018 Update:</p> <p>3PT has been embedded amongst the SET and is being established across middle manager levels/project managers.</p> <p>This approach provides for a robust and comprehensive approach to change which embraces the whole workforce in leading and managing change, including at a task level.</p> <p>Communication sits at the core of enabling the effectiveness of this approach.</p> <p>Work continues with the review of communications and the introduction of open floor forums and, coupled with Microsoft Applications (O365), these will enable middle managers to come together and seek clarity regarding messaging and organisational positions. It also enables two way communication and feedback from middle managers which is then fed back to SET. Additionally, feedback from 'What's Happening Visits' and other communication streams are considered at SET regularly.</p>			
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		<p>The recent Trade Dispute has provided a platform for comprehensive discussions with the FBU and agreements reached in relation to Industrial Relations, Health and Safety and a cultural review. The dispute has also marked a review of current strategy in a very focused way to understand how strategy can be delivered, within a balanced budget, given withdrawal of new entrant contracts and therefore health commissioning activities/contracts.</p> <p>Communication visits have supported communications at the outset of the dispute and commence now post dispute. This enables communication to all staff as the strategy is in stages of review to enable understanding and contribution.</p>			
Local Context and Priorities					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
8.	The Service should now be reflecting on how it can tell its story and its successes even better.	This piece of work has started and is ongoing. Our digital strategy will support this. This piece of work has many dependencies not least work force reform (as it will be our	SE Corporate Communications	Reviewed through consultation and engagement on an annual basis through partners,	This status is Ongoing and will remain so

		<p>employees who are our greatest ambassadors). Community membership is being reviewed to understand how our members can play their part in this area for consideration</p> <p>March 2018 Update: Progress remains the same as previously reported.</p> <p>October 2018 Update: Progress remains the same as previously reported.</p>		businesses and communities.	
9.	<p>WMFS now needs a major programme of engagement with wider partners to ensure they have the same understanding of issues before detailed options are worked up and decisions taken.</p> <p>It is important for WMFS to understand the priorities of its potential local and regional partners and to consider the language that is used so as to help create the right conditions for active collaboration. Local Authorities and health organisations all have different languages and</p>	Stakeholder analysis is being developed and implemented through the wider communications strategy to determine which partners have shared priorities in order to develop combined outcomes.	SE Prevention SE Corporate Communications	Continuous, via day to day partnerships	Complete

	<p>cultures. WMFS needs to understand what outcomes and targets partners are working to and what they are seeking to achieve. It will also be important to define WMFS' role, the added value and evidence based outcomes when working with others.</p>				
10.	<p>Consider revisiting regional collaboration as a partnership led from the community perspective.</p> <p>Considering the Thomas Review, there is an opportunity to revisit this as a partnership led from the community perspective.</p>	<p>The regional collaboration document is still available and the corporate memory is there. Currently there is no political desire for this outside of WMFS and therefore this should be closed with the ability to update and refresh this document so it is available and up to date when required.</p>	SE Portfolio	N/A	<p>Will not be progressed further at this time.</p> <p>Complete</p>
11.	<p>Ensure the value of the response standards is quantified and that it is well understood by the community and wider fire sector.</p> <p>WMFS needs to do more work on ensuring its value is quantified and well understood by the community and the wider fire service sector.</p>	<p>Survivability research helps us to understand the value but this needs to be communicated effectively. This will not be a one-off action but rather a continual area of work for all SET members when</p> <p>There is going to be an NFCC programme (managed through the CPO) to look at community risk management. This will programme will lead to a national</p>	<p>SE Portfolio</p> <p>SE Response</p>	N/A	<p>This is an on-going area of work linked to our IRMP and communication through all SET members</p> <p>Complete</p>

	<p>The response target has been appropriate for WMFS but may not be appropriate for the wider fire and rescue sector. It is important therefore, for the service to distinguish localised response need within its IRMP to demonstrate community risk need further.</p> <p>The Service may come under pressure to review its SDM as budgets become more constrained. The response time is valued by the community so it is important that its value continues to be well understood by the community and by the wider fire sector.</p>	<p>toolkit in relation to an IRMP. This will help us to promote and understand the importance of response times to survivability against risk. This programme will be delivered over three years.</p> <p>Our current IRMP clearly identifies response times in different areas and links to survivability. This is a publicly available interactive digital tool.</p>			
12.	<p>Retention of organisational memory:</p> <p>There is a need for the Service to consider its next generation of leaders so that they understand the story and the Service's unique selling points. How to best transfer knowledge</p>	<p>This is being addressed through delivering change and projects through the 3PT environment. This will enable the organisation to have an audit trail (corporate memory) to the changes that have been made.</p> <p>In addition this is being supported through communication strategy</p>	SE People	Within our 3 year rolling strategy and a VUCA environment this is being absorbed into everyday activities and 3PT	Complete

	from those either leaving the Service or changing roles within it.	and the ability to communicate change and the vision, both internally and externally. March 2018 Update: 3PT is now embedded within the organisation and will provide the audit trail to our change programme.			
Financial Planning and Viability					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
13.	<p>The Service should develop more robust financial delivery plans within its overall financial strategy.</p> <p>The Service would benefit from having a more visible long term financial strategy (5-10 years), a medium term financial plan (2 to 5 years) and a short term financial plan in year.</p> <p>The organisation also needs to be clear on the difference between budget strategy and a longer term financial strategy. It needs to consider its resource mix as well as the affordability of its assets. By mapping</p>	<p>Financial strategy links to the business strategy (3 year cycle).</p> <p>Level of financial certainty linked to the current Comprehensive Spending Review (CSR), up to 2019/20.</p> <p>The budget is set for 2018/19 and consideration will be given to setting a long term financial strategy beyond the current CSR period, possibly up to 5 years.</p> <p>March 2018 Update: No funding announcements were made beyond 2019/20 within the February 2018 Finance Settlement. In addition, the outcome of the recently launched</p>	SE Finance and Resources	Mar 2018	Complete

	out a long term strategy it can model different scenarios and see how they evolve.	Fair Funding Review could impact from 2021 onwards. Given this level of volatility over the next few years it is not considered appropriate/meaningful to produce financial plans over a 5-10 year period			
14 a	<p>The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen:</p> <p>Peer team not fully convinced about the deliverability of the Service's Efficiency Savings Plan – strong reliance on growing other funding streams. Corporate Risk Register has identified the risks of having to maintain contracts. However, there are more detailed risks around commission budgets being used to underpin the cost of core staff. The Corporate Risk Register should reflect that level of risk and the Service should consider contingencies for how it might manage if those commissions are not</p>	<p>The Service's Efficiency Plan was submitted to the Home Office in October 2016.</p> <p>The financial settlement for 2017/18 to 2019/20 reflects the acceptance of that efficiency plan.</p> <p>The efficiency plan will be monitored and / if where appropriate, adjusted to achieving the overall savings of circa £10m.</p> <p>The actual achievement of the efficiency plan against projections will 'formally' be monitored and provided as part of the Fire Authority's assurance statement.</p> <p>Corporate risk is managed around each specific commissioned service; through the Corporate Risk Register and through the 3PT environment. Mitigation and delivery is</p>	<p>SE Finance and Resources</p> <p>SE Business Development</p>	<p>Reviewed as part of annual budget process.</p> <p>Reported annually through assurance report.</p>	Complete

	sustained. These risks need to be articulated better in a coherent delivery plan that is properly monitored and enforced.	managed through planned activities, business continuity plans and through reviewing strategic approaches to new areas of business as our knowledge and understanding of different Business Development work streams increase. These will be presented through the innovation section of 3PT and also through project initiation documents to SET.			
14 b	<p>The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen:</p> <p>There is a need to consider the risk of creating perverse financial incentives. WMFS should seek to work with commissioning agencies to ensure no perverse incentives are built into contracts to ensure the most vulnerable remain protected.</p>	WMFS business activity is aligned to The Plan which clearly sets out its objectives aligned to delivering services in a risk based approach. Delivering services to the most vulnerable are therefore central to the motivations of creating new services. WMFS will always consider how we can undercut the market price offering value for money; utilising the public pound more effectively and delivering excellence in service delivery. It is difficult to understand what therefore is intended by the of the term 'perverse'. The Business development section has been created to seek a £2m deficit in funding, support the Service Delivery Model, specifically supporting a 5 minute response	SE Business Development	N/A	<p>Monitored and reviewed on a continual basis as part of routine Business Development processes.</p> <p>Complete</p>

		<p>time and whole-time Fire Service to enable this. From a community perspective and from an employee perspective, WMFS areas of new business seeks to support our people and communities.</p> <p>March 2018 Update: The Business Development activity is fully managed through the 3PT framework; ensuring that all decision making is made aligned to the organisations strategy and therefore focused on delivering value release of our objectives.</p> <p>This is further supported to Business processes that have been introduced.</p>			
14 c	<p>The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen:</p> <p>Currently the organisation appears to be weak concerning intrinsic business acumen. This could be bought in to help deliver the income generation target.</p>	<p>The Business Development team have developed a Business Development strategy; is developing a number of business processes and frameworks to support the wider organisation in understanding of Business Development and increase business acumen.</p> <p>These are new areas of work for all with no existing pathway or footprint of delivery. As such,</p>	SE Business Development	Within our 3 year rolling strategy with a project approach and milestones.	Ongoing

		<p>officers are learning through emergent ways and sharing best practice and experience with each other using the Business Development officers; SharePoint and Office 365. The SET team and Group Commanders are now much more conversant in the business activity of the organisations and this is now naturally being cascaded to Station and Watch Commanders. As things evolve we will seek to engage with organisational learning to facilitate cross team development sessions and build this into the work of the leading excellence programme.</p> <p>March 2018 Update: In addition, this work is a project within the 3PT environment where all SET members have the opportunity scrutinise business decision making aligned to our strategy. Our commissioning framework is established we are now developing our commercial and Social Value and Sponsorship streams.</p> <p>October 2018 Update: Following the current cessation of health related commissioned</p>			
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		activities, the Authority is reviewing its strategy in relation to business development. Whilst some low level business opportunities will be continued within functional departments, there is now a question over the need of a specific business development team. A business development assurance review has been commissioned by the Chief Fire Officer, this review is due to be completed on 31/10/18. The outcomes of this review will impact on the specific need for further specialist business skills.			
Service Delivery and Outcomes for the Community					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
15.	It would serve the Service well to continue to analyse and adapt the business case for working in the community. A performance management framework with inputs, outputs and outcomes would ensure greater sustainability of service delivery.	<p>This area will form part of the ongoing work regarding the Integrated Risk Management Plan Toolkit.</p> <p>This work forms part of a larger programme which is being delivered through the Central Programme Office on behalf of the National Fire Chiefs Council. As a result, this is an area of work that WMFS does not own but contributes to as a key</p>	SE Portfolio	3 year programme	<p>Area will be progressed but forms part of larger national programme.</p> <p>Complete</p>

		stakeholder. Timescales for the programme are three years.			
16.	<p>Transformational change:</p> <p>Programme management needs to be more apparent and consistent. It was not entirely clear to the peers who is actually responsible for the transformation programme in the organisation and how it is monitored and understood. Risk awareness needs to be better understood at every level. There were a number of examples where it appeared that change had been implemented but there had been no subsequent planned review to make sure that the change was delivering the intended outcomes or benefits.</p>	<p>The 3PT approach will create clear lines of responsibility and accountability. This will also capture risks and issues and review progress against product delivery and value realisation.</p> <p>This area will be actioned through the 3PT environment which will enable greater programme management.</p> <p>March 2018 Update: 3PT is now live across the organisation which enables us to see the value being delivered within a controlled environment.</p>	SE Portfolio	Early 2018.	Complete
17.	<p>Conscious culture change away from bureaucracy:</p> <p>One risk is that SET members are often only sighted on their own area. Another risk is lack of consistency with managers</p>	<p>The 3PT approach will enable cohesion and a wider strategic view. The strategic intent is that 3PT balances our approach looking at 20% process and 80% leadership. This provides the balance between leadership and process.</p>	SE Portfolio	The 3PT toolkit is available	Complete

	interpreting frameworks differently.				
18.	<p>The Service should consider the resources required within support areas.</p> <p>Empowerment down from the CFO is welcomed but the organisation might now require more resources in support areas to deliver the benefits intended.</p>	<p>The 3PT environment which is being implemented will help us to understand resource requirements against value. This will include financial metrics.</p> <p>March 2018 Update: 3PT now includes the ability to assign resources and understand capacity.</p>	SE Portfolio	Early 2018.	Complete
Prevention and the Health Agenda					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
19.	<p>Prevention and the health agenda: Is the organisation sufficiently well equipped to carry out falls response and other wellbeing activities?</p> <p>What started as a 'business development' issue, is now mainstream 'prevention' activity, but also has health and safety implications. The health, safety and welfare issues appear to be</p>	<p>The initial work of the Falls Improvement Group was completed within the 12 week time frame and Falls Response Improvement has now been initiated as a project in the 3PT environment. Led by HQ Prevention, an internal stakeholder group has mapped out the falls response process.</p> <p>March 2018 Update:</p>	<p>SE Prevention</p> <p>SE People</p> <p>SE Business Development</p>	<p>Mar 2018</p> <p>This work is a project within the 3PT environment.</p> <p>October 2018 Work has ceased on this workstream.</p>	Complete.

	<p>getting lost between the Health and Safety department, the Prevention department, and the Business Development department.</p> <p>Some further training and specialist support is needed for staff providing the falls response service. Specifically, staff would welcome training from agencies who are used to dealing with issues such as end of life care.</p>	<p>This work stream is captured within the 3PT environment and is being delivered through the health project.</p> <p>October 2018 Update: The decision of the Fire Authority's Executive Committee in June 2018 to remove New Entrant Contracts effectively meant the withdrawal from the wider health work / alternative funding through commissioned health activity. As a result, the Service is no longer in the position to deliver against the wider health agenda. This will be supported by potential changes to the Prevention plan around health and wellbeing.</p> <p>This workstream will cease and will not be pursued under the current circumstances. Therefore, this area for consideration is closed.</p>			
20.	<p>The Service to consider the implementation of a wider prevention strategy, broadening its focus.</p> <p>A wider prevention strategy would help set and capture</p>	<p>There have been recent developments in this area including conversations with wider health partners. We are building positive relationships with representatives from Public Health England (PHE) and Health</p>	SE Prevention	<p>Changed from Nov 2017 to June 2018.</p> <p>October 2018:</p>	Complete.

	<p>expected outcomes. The focus on health could be broadened from health to well-being to work on issues like skills and housing needs with other partners.</p>	<p>Education England with a view to identifying mutual objectives. We are also exploring the possibility of a part time secondment of a PHE specialist to work with the Prevention and Business Development teams to focus on developing the strategy and building capacity around commissioning.</p> <p>March 2018 Update: Progress of this work stream continues and is being delivered in the 3PT environment, predominantly through the vulnerability from fire project.</p> <p>October 2018 Update: The decision of the Fire Authority's Executive Committee in June 2018 to remove New Entrant Contracts effectively meant the withdrawal from the wider health work / alternative funding through commissioned health activity. As a result, the Service is no longer in the position to deliver against the wider health agenda. This will be supported by potential changes to the Prevention plan around health and wellbeing.</p>		<p>Work on this workstream has ceased.</p>	
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		This workstream will cease and will not be pursued under the current circumstances. Therefore, this area for consideration is closed.			
21.	Through the Combined Authority there is an opportunity to lead the use of data to drive performance.	<p>WMFS is developing a 'Digital Strategy' which will allow us to capitalise on realistic digital opportunities in a way that will optimise our ability to release value through the corporate plan.</p> <p>The strategy will support the WMCA economic and community outcomes and subsequent benefits are set out in the public service reform digital strategy paper.</p> <p>Once the Digital Strategy is agreed it will be delivered through the Service's 3PT approach. This project will be on-going whilst WMFS transfers into the WMCA and beyond.</p>	<p>SE Strategic Hub</p> <p>SE Organisational Assurance</p>	Ongoing	Complete
Fire Control					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
22.	Consider lessons learnt from the change programme:	Lessons have been learnt and considered as part of evaluation of change programme, and will	SE Response	Continuous	Lessons learnt and issues raised will be considered in future

	It will be important for WMFS to consider the lessons learned from this change programme both for future collaborations / mergers and other internal change management processes. It may also want to explore whether the new Cultural Framework developed for Fire Control actually aligns with desired cultural norms in the two organisations.	<p>be implemented when and where applicable / required.</p> <p>The cultural framework developed for Fire Control does align with the desired cultural norms in WMFS and Staffordshire FRS.</p>			<p>change management processes.</p> <p>Complete</p>
23.	Further alignment of mobilisation protocols would be a natural evolution for the Fire Control service. Currently there are different operating procedures for WMFS and Staffordshire FRS. Standard operating procedures across the two organisations could be established.	<p>Mobilisation protocols and operating procedures continue to be aligned across WMFS and Staffordshire FRS wherever applicable and practicable.</p> <p>March 2018 Update: There is a shared commitment to align protocols as appropriate and in instances where service improvements can be identified. This is achieved through effective working relationships between SFRS and WMFS and through quarterly ops board.</p> <p>It is recognised that absolute alignment may not be possible as the Service Delivery models for</p>	SE Response	Continuous.	Complete

		<p>both organisations are different (wholetime/retained).</p> <p>October 2018 Update:</p> <p>As some of these alignments continue to evolve they are captured within a separate project and can be considered complete for the purposes of the Operational Assessment and Improvement Register.</p>			
24.	<p>The Service should consider whether its fall back systems would be sufficiently resilient in the event of catastrophic failure.</p>	<p>There is an ongoing review of the Business Continuity Arrangements within Fire Control to understand where enhanced arrangements may be possible. Whilst this review is ongoing we remain confident in current arrangements as evidenced by the outcomes from recent testing and exercising and an improved secondary control facility the current arrangements remain appropriate.</p> <p>March 2018 Update:</p> <p>There have been improvements made in this area through an extension of fall back arrangements. As a standalone improvement this is not hugely significant however Thames Valley have expressed a shared</p>	SE Response	<p>Changed from Dec 2017 to Dec 2018.</p> <p>October 2018 Update: upon the transition of the Vision 4 mobilising system.</p>	Complete

		<p>commitment and desire to move to more technologically advanced fall back arrangements in the same manner as WMFS. This partnership therefore provides a platform for this to happen.</p> <p>October 2018 Update: All steps that are able to be completed at this time have been completed and we are now awaiting the transition to the Vision 4 mobilising system to enable the improvements to be implemented.</p>			
Training and Development					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
25.	The Service should consider reflecting on the Distributed Training Model (DTM), how it is working, allowing staff to fully understand it.	<p>We have continued to listen to staff and improve the DTM. We are currently carrying out a holistic review to the DTM approach through organisational assurance. The DTM review is in the 3PT environment with the completion date of 1 September 2017.</p> <p>March 2018 Update: Organisational Assurance DTM review completed with a number of considerations that are now being progressed through 3PT.</p>	SE People	<p>DTM review will be completed 1 September 2017 (complete).</p> <p>Considerations working to a key milestone of 01 April 2018.</p> <p>October 2018: It is anticipated this item will be signed off as complete in the</p>	Ongoing

		<p>October 2018 Update: The DTM review has been completed with standardised assessments now being completed and the number of Station Based Assessors being provided. It is anticipated this will be signed off as complete in the third quarter of the year. next</p>		third quarter of 2018/19.	
26.	<p>The Service should consider its training resources:</p> <p>Training resources are stretched. Availability of Level 1 Instructors is an issue once sickness and annual leave is taken into account. Trainer skill is also an issue. Trainers being drawn away from their watch can have an impact upon watch staffing. There is a shortage of Level 3 specialist trainers which could be an organisational risk.</p>	<p>We have reviewed and improved the way in which Station Based Training (SBT) is being delivered. This will also be part of the Distribute Training Model (DTM) review.</p> <p>This has included the removal of level 1, 2 and 3 to station based trainers and subject matter advisers. This has provided greater clarity for station personnel and enabled us to gain a clear picture of the numbers of SBTs across core subject matters. Further work is being carried out regarding the quality assurance of the delivery of training - this is also being reviewed as part of the organisational assurance review. Further work is being carried out regarding the qualification and QA framework.</p>	SE People	<p>DTM review will be completed 1 September 2017 (complete).</p> <p>Implementation of the framework to be completed – proposed date 1 April 2018.</p> <p>October 2018: Framework has been implemented and the levels of Station Based Assessors increased where appropriate. It is anticipated this will be signed off in the third quarter of 2018/19.</p>	Ongoing

		<p>March 2018 Update: Organisational Assurance review has been completed (linked to task 25). The considerations from the review are being taken forward, of which the resourcing of the DTM has been considered and increased where appropriate.</p> <p>October 2018 Update: Standardised assessments have been implemented with the necessary number of Station Based Assessors increased where appropriate.</p>			
27.	The peer team felt that having to organise training for one or two people at a station as a result of devolved training is not particularly efficient.	This is part of our approach to the Distributed Training Model and Arrive to Perform (A2P). It will form part of the Organisational Assurance review of training.	SE People	DTM review will be completed 1 September 2017.	Will be progressed as part of review of DTM. Complete
28.	The Service should review the value and effectiveness of the large scale weekend training exercises as an assurance method. Consideration should also be given to the role at exercises of the SET member with responsibility for training.	<p>The delivery of the exercises is the responsibility of the Station Commander and Command Area. The ongoing assessment and evaluation of learning outcomes and intelligence is being delivered through organisational intelligence.</p> <p>The standard and delivery of exercises through operational</p>	<p>SE People</p> <p>SE Response</p>	Ongoing	Complete.

	<p>The value of the large scale weekend training exercises as an assurance method is questionable. An evaluation of this exercise should be carried out to assess its value.</p> <p>The SET member with responsibility for training takes part in these training exercises, but as a 'trainee', rather than as a training manager assessing the whole process and its value. It would appear that nobody is taking the 'helicopter view' and seeing whether or not it needs revising and improving.</p>	<p>excellence is led through SE Response and Service Delivery.</p> <p>March 2018 Update: Progress remains the same as previously reported.</p> <p>October 2018 Update: Simulations continue to be delivered and monitored through service delivery and operational excellence with a move to simulations taking place across the week. No further considerations in relation to this outcome are required.</p>			
29.	<p>Introduction of new fitness standards and tests could be an organisational risk once the policy is in place but before all members of staff are tested. The implementation plan needs to consider this.</p>	<p>The implementation plan considered the impact to staff with a six month lead in time and support was provided to all staff through Occupational Health.</p> <p>The assessment has now been in place for 8 months and has been received positively with no organisational impact. No further action will be taken outside of ongoing monitoring of performance.</p>	SE People	N/A	Complete.

30.	The Service should pursue a more holistic view of succession planning and talent in the organisation. There is a risk of inconsistency in the access to opportunity across the organisation that the Service may want to consider.	We are developing our approach to progression following further feedback through Organisational Assurance.	SE People	DTM review will be completed 1 September 2017. Proposed action plan/improvements will then be agreed.	Will be progressed as part of review of DTM. Complete
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Equality and Diversity

Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
31.	<p>Positive action and achieving a fully representative workforce:</p> <p>We suggest that positive action is an area where more focus could be placed, for example, with greater use of minority role models in internal and external communications.</p> <p>Achieving a fully representative workforce is a long term project and the organisation would probably benefit from having a bold strategy for this with realistic time</p>	<p>Our approach is being developed. We are working with the Fire Service College with regards to our marketing and long term approach to positive action. This will complement the approach to embedding Diversity Inclusion Cohesion and Equality (DICE) and positive action within the Service.</p> <p>Positive action is an agreed area of assessment at our scrutiny meetings with the next update being provided in November 2017.</p> <p>Targets are set across the next 4 years to match our ambition</p>	SE People	<p>Started 1/4/17</p> <p>Is reviewed quarterly as part of the Quarterly Performance Review process.</p> <p>October 2018: Once the Scrutiny thematic review of positive action and firefighter recruitment is complete, it is anticipated this item will be closed (in the third quarter of 2018/19).</p>	Ongoing

	scales linked to their objectives and milestones.	<p>against time frames and achievability.</p> <p>The success of positive action will be assessed through the ongoing attraction and recruitment process.</p> <p>March 2018 Update: Good progress is being made with regards to positive action and recruitment. Further details are provided through the reporting of the positive action and recruitment review to Scrutiny Committee (available CMIS).</p> <p>October 2018 Update: High levels of performance are being maintained in relation to positive action. A further report will be submitted to the Scrutiny Committee with the theme of positive action anticipated to be closed due to good progress being made.</p>			
32.	<p>Apprentice scheme - the Service should consider lessons learned from the cadet scheme.</p> <p>The organisation will be launching a new</p>	<p>The development to apprenticeships is being developed. Recruitment pathways to include community members, volunteers and cadets are being considered through the apprenticeships policy.</p>	SE People	Potential for the introduction of Apprenticeships will be Jan 2018.	Complete.

	<p>apprenticeship scheme which has huge potential for encouraging diversity. It should consider lessons learned from the cadet scheme where senior cadets tend not to be from protected groups.</p>	<p>The introduction of the recognised apprenticeship framework for firefighters is still be developed nationally. We are still awaiting the recognised framework.</p> <p>March 2018 Update: We are still continuing to develop our approach and understanding of the apprenticeship scheme, of which the recruitment pathways will be considered once we have an established framework.</p> <p>October 2018 Update: Apprenticeship policy and approach is now in place.</p>			
33.	<p>Equality Forums:</p> <p>There may be an issue around the capacity of the forum leads, as they take part in their own time. Some additional time resource and even an activity budget would enable them to broaden their DICE activities and other positive action initiatives in support of organisational strategies.</p>	<p>In support of the approach to embed Diversity Inclusion Cohesion and Equality (DICE) and the delivery of positive action, we are continuing to enable stations to deliver and have accountability for DICE. Our approach will be to have a number of outcomes to be delivered through stations which will be assessed. This is being trialled at 10 stations over the next 6 months. This will also support the forum leads and provide improved resources.</p>	SE People	<p>Trial concluded Feb 2018</p> <p>Review new arrangements in June 2018.</p> <p>Ongoing.</p>	Ongoing

		<p>March 2018 Update: We are working closely with the equality forums which now includes the 'FireOut' forum for Lesbian, Gay, Bisexual and Transgender members of staff. We have recently agreed terms of reference for the groups and an allocated budget for each group that can be accessed to support community engagement activities, and learning and development.</p> <p>October 2018 Update: Item remains ongoing at this time.</p>			
34.	The organisation needs to ensure that Individual Personal Development Records (IPDR) are consistently applied across the organisation.	<p>No specific work has been carried out in this area. The application of IPDRs continues to be applied through managers.</p> <p>March 2018 Update: The application of IPDRs continues to be delivered through managers.</p> <p>October 2018 Update: An IPDR toolkit is being developed. A further update will be provided as part of the next update to the Committee.</p>	SE People	Ongoing	Ongoing

35.	The Service may wish to take the opportunity to evaluate its maternity and paternity provisions to evaluate the new pay arrangements during maternity leave to see whether they have influenced when mothers return to work and how many fathers are taking paternity or joint leave.	<p>This evaluation will be carried out in the third quarter of 2017/18.</p> <p>March 2018 Update: Evaluation has not been conducted within this quarter, however it is our intention to review this policy.</p> <p>October 2018 Update: Evaluation has not been conducted within this quarter due to a focus on the conclusion to the trade dispute. It is our intention to review this policy.</p>	SE People	<p>June 2018</p> <p>Ongoing</p>	Ongoing
36.	The Service should consider carrying out analysis of its equality objectives against the time needed to achieve them, to help manage expectations.	We have set ourselves clear and ambitious targets against workforce profiling analysis that are assessed through the Quarterly Performance Review process. This has enabled us to understand the achievability of our ambition.	SE People	Ongoing	Complete

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY
SCRUTINY COMMITTEE WORK PROGRAMME 2018/19**

Date of Meeting	Item	Responsible Officer	Completed
2018			
05 September 2018	Analysis of Progress of Corporate Performance against The Plan for Quarter 1 2018/2019	Director of Service Delivery	12.09.18
Rescheduled to 12 September 2018	Review of Safeguarding	Director of Service Delivery	12.09.18
	Consideration of Work Programme	Chair Of Scrutiny Committee	12.09.18
10 October 2018	Dispute Resolution Monitoring	Strategic Enabler People Support Services	10.10.18
	Operational Assessment Improvement Register	Strategic Enabler Strategic Hub	Rescheduled to 14.11.18
14 November 2018	Analysis of Progress of Corporate Performance against The Plan for Quarter 2 2018/2019	Director of Service Delivery	
	Diversity, Inclusion, Cohesion & Equality	Strategic Enabler	

	Update	People Support Services	
	Review of Positive Action and Firefighter Recruitment	Strategic Enabler People Support Services	
	Operational Assessment Improvement Register	Strategic Enabler Strategic Hub	
2019			
Date of Meeting	Item	Responsible Officer	Completed
27 February 2019	Analysis of Progress of Corporate Performance against The Plan for Quarter 3 2018/2019	Director of Service Delivery	
	Review of Safeguarding	Working Group / Director of Service Delivery	
27 March 2019	Dispute Resolution Monitoring Report	Strategic Enabler People Support Services	
	Operational Assessment Improvement Register	Strategic Enabler Strategic Hub	

	Consideration of the Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	
05 June 2019	<p>Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2018/2019</p> <p>Diversity, Inclusion, Cohesion & Equality Update</p> <p>Annual Report of the Scrutiny Committee</p>	<p>Director of Service Delivery</p> <p>Strategic Enabler People Support Services</p> <p>Chair of Scrutiny Committee</p>	

To report as appropriate:

- Review of positive action and firefighter recruitment
- Review of safeguarding

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

