

West Midlands Fire and Rescue Authority

Collaboration and Transformation Committee

You are summoned to attend the meeting of Collaboration and Transformation Committee to be held on Monday, 15 May 2023 at 10:30

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

for the purpose of transacting the following business:

Agenda – Public Session

Item No.

- | | | |
|----------|--|----------------|
| 1 | To receive apologies for absence (if any) | |
| 2 | Declarations of interests | |
| 3 | Minutes of the Previous Collaboration and Transformation Committee held on 27 February 2023 | 3 - 10 |
| 4 | Consultation Update | 11 - 18 |
| 5 | Collaboration and Transformation - Digital, Data and Innovation | 19 - 24 |
| 6 | Flexible and Agile working impacts on the service [Verbal Update] | |
| 7 | Collaboration and Transformation Committee - Work Plan 2022-2023 | 25 - 28 |
| 8 | Any other business
Discussion of any other business not on the agenda. | |

Distribution:

Gurdial Atwal - Member, Jasbinder Dehar - Chair of the Collaboration and Transformation Committee, Simon Foster - Police and Crime Commissioner, Peter Hogarth - Member, Zahir Hussain - Vice Chair of Collaboration and Transformation Committee, Zafar Iqbal - Member, Ian Kettle - Member, Gavin Lloyd - Member

This meeting of the West Midlands Fire and Rescue Authority will be held at Fire Service Headquarters. However, please note that although the meeting will be open to the public, there will be limited capacity due to ongoing social distancing measures.

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

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

Minutes of the Collaboration and Transformation Committee

27 February 2023

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

Present: Councillor Dehar (Chair), Councillor Hussain (Vice-Chair), Councillor Atwal, Councillor Barrie and Prof Simon Brake.

Virtual: Councillor Miks and Councillor Kettle.

Officers: Wayne Brown, Darryll Darkin, Tom Embury, Mike Griffiths, Sophie Lee and Mark Price.

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

Apologies for absence were received from Councillor Hogarth, substituted by Councillor Barrie and Councillor Lloyd, substituted by Cllr Miks and Councillor Iqbal.

02/23 **Declarations of Interest**

There were no declarations of interest received.

03/23 **Minutes of the Collaboration and Transformation Committee held on 12 December 2022**

Resolved:

1. That the Minutes of the Collaboration and Transformation Committee held on 12 December 2022 were approved as a correct record of proceedings.

04/23 **HMICFRS Inspection Report – Collaboration and Transformation**

Tom Embury, Deputy Clerk to the Authority, presented the HMICFRS Inspection Report – Collaboration and Transformation report that outlined the key findings from the HMICFRS Inspection report, specifically related to collaboration and transformation. The report focused upon three main areas: effectiveness, efficiency and people.

The Committee were advised that overall, the view on collaboration and transformation within the inspection report had been positive. The service was rated outstanding rating for the following areas:

- effectiveness,
- understanding fire and other risks and
- responding to fires and emergencies.

All other categories, as per the report, had been rated as 'Good'.

Members welcomed the report and emphasised the importance to continue pushing for further improvements where possible.

Following Prof Simon Brakes comments on an action plan for further improvements, Wayne Brown, Chief Fire Officer, he reassured Members that the service would continue to review outcomes from HMIC inspection at both the West Midlands level and from a sector wide perspective. A gap analysis would be conducted against other Fire and Rescue Services (FRS) which would then form an action plan. This would include a focus from a collaboration and transformation perspective and there would be further reports to both Full authority and the Collaboration and Transformation Committee.

Resolved:

1. That it be agreed that the findings of the 2021/22 HMICFRS inspection report, in relation to collaboration and transformation be noted.

05/23

Environmental, Social and Governance Framework

Mark Price, Group Commander – Innovation, Sustainability and Oracle, presented the Environmental, Social and Governance (ESG) Framework report that outlined the development of the Service's ESG framework and recent partnership working.

The Committee were advised that the service had created an ESG Framework which focused on sustainability from an

environmental, social and governance perspective. Real focus had been placed on collaboration work with the West Midlands Combined Authority (WMCA), relevant academic institutions and applicable to West Midlands community. This was a key topic, especially as HMICFRS were considering placing sustainability into their inspections moving forward.

Darryll Darkin, Station Commander – Innovation, advised the Committee that the ESG framework had been best suited to West Midlands Fire Service (WMFS) of the various models for sustainability that existed. Developing partnerships had been a key part of the work, including branching out into academic circles and to the communities that the service served.

The service was looking to be the first UK Fire service to join the UN global compact, in which the Strategic Enabling Team (SET) were currently looking into. The Compact covers the following four key areas:

- environment anti-corruption,
- human rights, and
- labour standards.

Work was being conducted with the WMCA, which included adapting their “doughnut” approach and looking at how the service could join in with their sustainability initiatives.

The service was trialling a “warm spaces” initiative to help communities through the energy crisis. This would form part of a wider look at how the service use spaces and infrastructure in the future for maximum benefit. They are currently being trialled at Foleshill and Ward end Fire Stations. Work had already been conducted to develop partnerships with Unity Hub at Ward End Fire Station where they would be using the space twice a week with arts and crafts and other community activities.

The Committee were advised that Academic collaborations with Birmingham City University to look at the architecture and design of future fire stations was underway. This sought to determine how they could be more future proof. This included concepts of having charging facilities for devices,

community rooms that could be used by others. The service would also partner up with Birmingham School of Architecture and Design on a PHD programme. The Service had signed up to the European commission to allow them to accept research interns as part of the programme.

Following queries on apprenticeships and future work programmes for the projects, Members were advised that the service would be looking into internships with research students. A 12-month, three year and 10-year action plan would be developed on the projects. Work would be conducted with the programme team and the Assistant Chief Fire Officer, Karen Gowreesunker, to develop this and complete a critical path timeline to achieve elements. This would include specific timelines relating to the UN compact agreement and it was anticipated that sustainability would form a key part of the services forthcoming public consultation.

Prof Simon Brake praised the report and was keen to see any KPIs related to this to ensure areas of improvement could be monitored and the finalised academic programme.

Resolved:

1. That the content of the update report on the services Environmental, Social and Governance (ESG) Framework and related collaboration, be noted.

06/23

Serious Violence Duty

Tom Embury presented the Serious Violence Duty report that outlined the new Serious Violence Duty and the implication for West Midlands Fire Service.

The Committee were advised that the Police, Crime, Sentencing, and Courts Act added a duty on local bodies to develop a strategy to prevent serious violence. Health boards, Police, FRS, Local Authorities, and other local bodies like education were involved. The aim was to create a multi-agency approach to tackling serious violence. The Duty came into effect from 31 January 2023.

In the West Midlands, the duty would be met at a regional level through the Violence Reduction Partnership, which operated on the WMFS and West Midlands Police footprint. However, each local authority would also develop a specific “problem profile” through their Community Safety Partnership (CSP). Moving forward the service would engage with each of these partnerships.

The Committee were advised that the Home Office had the following three key targets for the duty:

1. reducing Knife crime,
2. reducing homicides and
3. reducing Hospital admissions from knife crime.

Therefore, this had formed the main agreed focus for the West Midlands serious violence strategy, although it had been noted that violent crime could be defined more widely to include areas such as domestic abuse or arson.

A small amount of funding had been provided to support the work, distributed by the OPCC. There were implications for WMFS with resourcing each of the CSP subgroups and developing local profiles, developing key targets and with the strategy by Jan 2024. There were also issues highlighted that represent a risk to the FRS. The service had a good level of trust, access to the community and had diversionary activities such as cadets, but the service had been cautious about using that trust for activity which require necessary skills for (e.g., gang issues) and could have an impact on the level of trust with some communities.

The Chair of the Committee thanked officers for the report and highlighted the background papers that are available for further background.

Resolved:

1. That the content of this report regarding the implementation of the new Serious Violence Duty be noted.

07/23

Careers Engagement with Schools

Tom Embury provided a verbal update on the services career engagement with schools.

The Committee were advised that the service did not have specific career engagement with schools. Ad Hoc work was done with local schools and colleges at their request, but full engagement had not been done in a comprehensive way. However, there was a plan to engage more consistently with local colleges with specific public service courses.

Following queries on apprenticeships with young people, it was agreed that Tom Embury would speak with the relevant teams and an updated would be provided at a future meeting.

Resolved:

1. That it be agreed that the verbal update on career engagement with schools be noted.
2. That it be agreed that Tom Embury would discuss the approach with apprenticeships with the relevant teams and provide an update at a future meeting.

08/23

Collaboration and Transformation Committee Work Programme 2022-2023

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

The Committee were advised that there had been no further updated from Central Government on the Reform White Paper. It was anticipated that this may not be received until May 2023. As per the work programme, CRMP Updates had been deferred until a future meeting. Additions had been added following the request of the Chair of the Committee for future agenda items.

Resolved:

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

09/23 **Any other business**

There was no further business raised.

10/23 **Date of the next meeting**

Resolved:

1. That the date of the next meeting, scheduled to take place on Monday 15 May, be noted.

The meeting finished at 11:01 hours.

Sophie Lee Portfolio 0121 380 6906
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WEST MIDLANDS FIRE AND RESCUE AUTHORITY
COLLABORATION AND TRANSFORMATION COMMITTEE

15 MAY 2023

1. Consultation Update

Report of the Chief Fire Officer

RECOMMENDED

- 1.1 The Authority note the content of this report.
- 1.2 That Authority members provide their responses to the questions outlined within paragraph 3.5.2 to officers.

2. PURPOSE OF REPORT

- 2.1 To provide an update in relation to collaboration elements of the consultation.

3. BACKGROUND

- 3.1 In 2023/24 West Midlands Fire and Rescue Authority (WMFRA) will need to develop our next Community Risk Management Plan (CRMP), as the current CRMP comes to an end this year. We aim to comprehensively update our CRMP on a three yearly cycle in line with the National Fire and Rescue Framework. The timeline can be viewed below.

Initial themes to WMFRA at PPF for feedback	24 April 2023
Questions to WMFRA at PPF for feedback	22 May 2023
Design by Corporate Communications	23 May – 23 June 2023
Final Sign off from WMFRA	26 June
Consultation begins	3 July
Consultation ends	11 September
Initial feedback to WMFRA at PPF and FA	September/October 2023
CRMP draft to WMFRA for consideration	December 2023

3.2. **Consultation Themes**

3.2.1 It is proposed that WMFRA consult on five themes during the consultation:

- Prevention
- Protection
- Response
- People
- Sustainability

3.2.2. The first three listed should be familiar to partners and the public. People and Sustainability reflect two key areas given the focus on culture and values in the FRS and incorporate the Government Strategy of decarbonising all sectors of the UK economy to meet a net zero carbon target by 2050 nationally. It is intended that we will ask no more than three questions in each area to keep the consultation to a practical length.

3.2.3 The intention will be to not only receive feedback in these areas but use this as an opportunity to build public and partner understanding of our approach to CRMP, the work we have already undertaken and our intentions for the future.

3.3 **Target Audiences**

3.3.1 We recognise that there are a number of different stakeholders and audiences who will wish to have input to the development of our CRMP through this consultation. Each will offer different perspectives and will need to be engaged with in different ways. These can be broadly divided into three categories:

- Our communities – Members of the public of all ages, genders, ethnic background, religions and sexual orientations.
- Our partners – Local politicians, central government, blue light partners, local authorities, NHS, education, business groups, charity and voluntary sector.
- Our internal stakeholders – Our staff, network groups, representative bodies and retired colleagues.

3.3.2 It is important for all three groups that we target a broad and representative range of respondents. While we will of course want

to see a large number of responses, their quality and breadth is just as important as their quantity.

3.4 **Collaboration to Support Consultation**

- 3.4.1 Our CRMP assesses current and future risks faced by our communities. From incident data, we understand the factors that increase an individual's vulnerability and the factors that contribute to the likelihood of them requiring access to our services. We also know these factors are similar across all public services. Therefore, collaboration with other public services, including West Midlands Police, West Midlands Ambulance Service, Local Authorities and health partners, provides us with a greater opportunity to reach the most vulnerable. This will enable us to maximise community engagement with the consultation, with the intention of gaining valuable feedback to strengthen our future resilience, effectiveness, and efficiency.
- 3.4.2 The more diverse the communities and partners we reach through the consultation, the more and varied views we will have to support the development of the next CRMP. When shaping our services to manage risk, we are committed to meaningful consultation and engagement with the community we serve and the partners we work alongside. Furthermore, WMFRA recognises good practice from polling and commits to have a representative set of responses. This will, for example, include splitting out the views of staff (who will likely skew any results) and setting ourselves specific targets for age groups, gender and ethnicity.
- 3.4.3 To enable as much of a representative response as is possible from our diverse communities, partners and businesses, it is hoped that a wide range of views and opinions will be collected. It is our intention to make the consultation as accessible as possible to respondents by utilising the many platforms that are available to us. Engagement with members of our communities will require the support of all staff and partners to help embed, drive and push awareness.
- 3.4.4 A comprehensive engagement and collaboration plan is in development to ensure we maximise the opportunity for partners and the community to respond. As part of this, our consultation team are meeting with all areas of the organisation to identify partners we can work with and highlight opportunities to collaborate to reach audiences and groups that are representative of the community. A full list of stakeholders can be found in Appendix 1.

3.4.5 In addition to internal engagement sessions with each department, we aim to host multi-agency engagement sessions, to work with partners to identify further opportunities to reach vulnerable members of the community as well as promote the consultation with organisations we wish to formally respond to the consultation. The below provides a number of examples of avenues we will explore in order to generate further collaboration opportunities:

- Local Resilience Forum (LRF) Communications Subgroup
- LRF Chief Officer Group, General Working Group and Local resilience Groups for each local authority area
- Community Safety Partnerships
- Health and Wellbeing Boards

3.4.6 Given the diversity of target audiences, the aim will be to use a wide range of methods, in particular those “hard to reach” parts of the community. This will include:

- Wmfs.net website (multi-language)
- WM Now
- Social media
- Targeted written communication to partners
- Safe and well visits / Safe and Strong
- Face-to-face engagement with partners, WMFS staff/network groups and representative bodies.
- Station Open Days and other community events
- Paid for advertising on local transport networks

3.4.7 As an example, a recent engagement session with our Prevention teams have highlighted several collaboration opportunities, including working in partnership with the below groups and organisations to promote the consultation survey to groups within the West Midlands, including our most vulnerable:

- Schools
- Early Help Teams/Hubs
- Refugee and Migrant Centres via Local Authorities
- Prevention Advocate Volunteers (who speak a variety of languages)
- Complex Needs Officers
- Cadets and families
- Prevention Partners during day-to-day activities

3.5 **Fire Authority Support**

3.5.1 It is hoped that Members can play a key role in supporting responses to the consultation. This would include encouraging response from fellow politicians and from their local authorities, promoting the consultation via social and conventional media and directly encouraging community response as part of their role.

3.5.2 Members are encouraged to provide further options and ideas as to how we can increase engagement with the consultation. Please consider the below questions:

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

4. **EQUALITY IMPACT ASSESSMENT**

4.1 In preparing this report, an Equality Impact Assessment is not required and has not been carried out. The updates contained within this report will not lead to policy change but will provide an update on relevant CRMP projects. A full EIA is in development in relation to the consultation.

5. **LEGAL IMPLICATIONS**

5.1 As set out in section 3.1, The National Framework for Fire and Rescue Services (FRS) in England 2018, sets the requirement for the development and implementation of a CRMP. The government has a duty under the Fire and Rescue Services Act 2004 to produce the framework and keep it current. Fire and rescue authorities must have regard to the framework in carrying out their duties.

6. **FINANCIAL IMPLICATIONS**

6.1 No financial implications identified at this stage.

7. **ENVIRONMENTAL IMPLICATIONS**

- 7.1 In preparing this report, an Environmental Impact Assessment is not required and has not been carried out.

BACKGROUND PAPERS

N/A

The contact for this report is Hannah Spencer
Hannah.spencer@wmfs.net

Wayne Brown
CHIEF FIRE OFFICER

Appendix 1: Stakeholders

Stakeholders
Members of the public
BAME
Youth
LGBTQ+
Religious minorities
Representatives of other 'hard-to-reach' groups and partnerships formed during the Covid pandemic
WMFS Employees
Staff Networking Groups
Retired Employees
FBU / Unison / FOA
Fire Authority
MPs x 28
Local Authorities x7 (to include DPH, CEOs, Adult and Child social services etc.)
Local Councillors x 470
Sutton Town Council
Home Office
Home Secretary/Fire Minister
Shadow Home Secretary / Shadow Fire Minister
West Midlands Combined Authority (to include Mayor and various teams)
Transport for WM
West Midlands Police
UK Fire & Rescue Services
British Transport Police
Police and Crime Commissioner (PCC)
West Midlands Ambulance Service
Community Safety Partnerships x7
Local Resilience Forum
Health and Wellbeing Boards x7
NHS Trusts x14
Clinical Commissioning Groups (CCGs) x 7

Integrated Care Boards
Care Home Providers
Private hospitals
Network Rail
Bus & Coach Operators
Highways England
Birmingham Airport
Environment Agency
Health and Safety Executive
UK Health Protection Agency
Met Office
Utilities Providers
Cadent
Water Providers
Telephone Service Providers
Black Country Chamber of Commerce
Greater Birmingham Chamber of Commerce
Coventry and Warwickshire Chamber of Commerce
Birmingham Voluntary Service Council
Voluntary Action Coventry
Dudley Council for Voluntary Service
Sandwell Council of Voluntary Organisations
Warwickshire and Solihull Community and Voluntary Action
One Walsall
Wolverhampton Voluntary and Community Action
Business Improvement Districts (Public-Private partnerships covering specific local areas)
Universities & student unions
Local Education Partnerships
Further education institutions (colleges)

WEST MIDLANDS FIRE AND RESCUE AUTHORITY
COLLABORATION AND TRANSFORMATION COMMITTEE

15 MAY 2023

1. COLLABORATION AND TRANSFORMATION – DIGITAL, DATA AND INNOVATION

Report of the Chief Fire Officer

RECOMMENDED

THAT Members:

- 1.1 Note the ongoing commitment organisationally to digital transformation and collaboration.
- 1.2 Note our progress on Oracle Cloud Project, Legacy Systems Transformation & Operational Mobile Device Projects.

2. PURPOSE OF REPORT

- 2.1 To provide an update around the ongoing digital transformation introduced through the West Midlands Fire Service Digital, Data and Innovation Strategy.
- 2.2 To provide updates on our key transformation projects and how these give value to our communities and introduce early considerations for projects that will shape and support the fire service of the future.

3. BACKGROUND

3.1 Digital Inclusion in the West Midlands

- 3.1.1 This is not a problem we can solve in isolation, and we continue working with our partners and charities as part of the West Midlands Coalition for Digital Inclusion.

3.1.2 West Midlands Fire Service continue to be part of initiatives such as 'Warm Spaces' and we have also considered how this can also result in increased digital inclusion.

3.1.3 We are continuing to work with partners that are part of the WMFS 5G testbed, Coventry Smart Cities and leading suppliers on using information from sensors and new ways of gathering information to reduce risks. Our innovation team are also working with universities on new ways of working and solving problems for our Fire Service and the sector.

3.2 **Digital Collaboration**

3.2.1 We continue to deliver digital services to South Wales, Staffordshire and Shropshire Fire and Rescue Services. We continue to develop our approach to increase this number. These fire – fire collaborations provide economies of scale and reduce costs for all involved and maximise public sector funding.

3.2.2 We continue to use our influence with the National Fire Chief's Council (NFCC) and Home Office around data collection and there is significant progress being made nationally in this area.

3.3 **Operations Mobile Devices**

3.3.1 We have now rolled out rugged tablet devices to each of our stations. These will provide our crews with access to key information as well as helping them to spend more time out in the communities they serve rather than trapped behind a screen at station.

3.3.2 Our "Innovation" Stations will be trialling Incident Command Software to deliver better outcomes for our communities as well as ensuring our firefighters remain safe. As part of this trial, we are also including personal devices that can be used by crews to improve communication on the incident ground by providing key information about hazards. This will also give crews access to information in key policies anywhere.

3.3.3 Firefighters will also be able to get help when needed from more experienced colleagues as well as see and share complex scenarios.

3.3.4 The devices will mean that data gets collected quickly, will reduce duplication and streamline processes giving more capacity for other key activities.

3.3.5 They can be used for our protection and prevention activities and allow our teams to work more closely with partners that can assist the most vulnerable in our communities.

3.3.6 We are shortly about to release a full trial of this in the Coventry and Solihull Command area.

3.4 **Legacy Systems Transformation**

3.4.1 We have recently delivered the largest change in our Oracle system focused on Talent and Learning. This is a key area for the service and will enable much more detailed and clear reporting across this area.

3.4.2 As with any new, large delivery we are working through the challenges of the change for our crews and continue to provide remote and in person training.

3.4.3 The ongoing cyber landscape means that we need to move away from our other legacy systems specifically those that manage our Fleet, Assets and Time & Attendance.

3.4.4 We have awarded contracts for Time & Attendance and are working towards delivery by the end of the financial year. We expect the other remaining systems to be replaced within this timescale too.

3.4.5 We continue to invest in and improve trust through improved reporting and our teams being able to see all their information.

3.5 **Next Steps**

3.5.1 Our next key investment will be into our emergency response systems and 999 call handling. This will focus on providing flexible and more effective working for our crews and Fire Control teams and also open up new ways of working and lead to greater productivity and efficiency in our emergency response.

- 3.5.2 The digital, data and innovation strategy continues to be embedded into Community Risk Management Plan (CRMP) proposals. This is enabling us to deliver solutions that reduce costs while delivering more for our communities.

4. **EQUALITY IMPACT ASSESSMENT**

- 4.1 In preparing this report, an initial Equality Impact Assessment is not required and has not been conducted.
- 4.2 Our progress in digital technology should be considered as having a positive effect on our neurodiverse staff. We continue to provide assistive technology for staff with needs around dyslexia for example and are expanding this to include literacy assistance into Oracle aligned to feedback from our teams.
- 4.3 We continue working with the neurodiversity and other groups to ensure that our digital systems are easily understood and effective for all. We also continue to deliver and develop training to ensure our teams are skilled in the use of the systems they use.
- 4.4 The use of digital technology continues to provide opportunities to engage people that do not have English as their first language. This continues to be a key feature of any area when we deliver services to the public.

5. **LEGAL IMPLICATIONS**

- 5.1 There are no direct legal implications.

6. **FINANCIAL IMPLICATIONS**

- 6.1 There are no direct financial implications.

7. **ENVIRONMENTAL IMPLICATIONS**

- 7.1 There has been a positive shift towards our environmental policy due to the digital investments and transformed ways of working. Staff are now able to work in a hybrid way so they can be as effective if they are in the office or working remotely.

- 7.2 Ongoing digital delivery, modernisation and targeted cloud investment continues to provide options for our estate and how we use it. Ongoing transformation and movement of key functions as well as collaboration is enhanced by digital technology.

BACKGROUND PAPERS

N/A

The contact for this report is Kash Singh, Head of Digital and Data, telephone number 07973 810 377.

Wayne Brown
CHIEF FIRE OFFICER

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

Collaboration and Transformation Committee

WORK PROGRAMME 2022/23

Date of Meeting	Item	Responsible Officer	Completed
2022			
5 Sept 2022	White Paper Consultation – Briefing on other responses	Deputy Clerk to the Authority	5 September 2022
	Digital Transformation Update	Strategic Enabler - ICT Digital & Data	5 September 2022
	CRMP - Health Inequalities Update	Strategic Lead for Prevention	5 September 2022
	Inclusion and Diversity – Innovation in firefighting equipment - Verbal Update	Deputy Clerk to the Authority	5 September 2022
	Minutes of the Collaboration and Transformation Committee held on 25 April 2022	Democratic Services Officer	5 September 2022
	Collaboration and Transformation Committee Work Plan 2022/23	Democratic Services Officer	5 September 2022

OFFICIAL

12 December 2022	*White Paper – Government Consultation Response	Deputy Clerk to the Authority	Deferred.
	Scrutiny Committee Inquiry – Safe and Wells	TBD	12 December 2022
	CRMP 2022 – Update/Outcomes/Health Check	CRMP Manager	12 December 2022
	Blue Light Collaboration – Ambulance	TBD	12 December 2022
	*HMICFRS Inspection Findings re Collaboration and Transformation	TBD	Deferred.
	Trailblazing Devolution Deal - WMCA	Deputy Clerk to the Authority	12 December 2022
	Minutes of the Collaboration and Transformation Committee held on 5 September 2022	Democratic Services Officer	12 December 2022

2023

27 February 2023	*White Paper – Government Consultation Response	Deputy Clerk to the Authority	Deferred.
	Serious Violence Duty – Update and Impact	Deputy Clerk to the Authority/Strategic Lead for Prevention	27 February 2023
	CRMP 2023 Consultation and Engagement	CRMP Manager	15 May 2023

OFFICIAL

	HMICFRS Inspection Findings re Collaboration and Transformation	Deputy Clerk to the Authority	27 February 2023
	ESG Approach – Environmental Sustainability Strategy	Strategic Lead for Innovation	27 February 2023
	Careers engagement with Schools	TBD	27 February 2023
	Minutes of the Collaboration and Transformation Committee held on 12 December 2022	Democratic Services Officer	27 February 2023
15 May 2023	CRMP 2023 Consultation and Engagement	CRMP Manager	15 May 2023
	Digital Transformation Update	Strategic Enabler of ICT Digital and Data	15 May 2023
	Flexible and Agile working impacts on the service	People Support Services	15 May 2023
	Minutes of the Collaboration and Transformation Committee held on 27 February 2023	Democratic Services Officer	15 May 2023
	Collaboration and Transformation Committee Work Plan 2023/24	Democratic Services Officer	15 May 2023
2023 – 2024 Municipal Year (Dates TBC)	LGBT Engagement	TBD	
	Mental Health within the workforce	TBD	
	Health Inequalities – CRMP Update	Strategic Lead for Prevention	

	CRMP 2023 Consultation Outcomes	CRMP Manager	
	Collaboration and Transformation Committee Work Plan 2023/24	Democratic Services Officer	
	Minutes of the Collaboration and Transformation Committee	Democratic Services Officer	

*Depending upon Government/HMICFRS publishing timelines