West Midlands Fire and Rescue Authority

Scrutiny Committee

**You are summoned to attend the meeting of Scrutiny Committee to be held on
Monday, 16 November 2015 at 10:30**

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

for the purpose of transacting the following business:

Agenda – Public Session

Distribution:

Peter Hogarth - Member, Sybil Spence - Member, Chris Tranter - Chairman, Ann Young - Member,
David Skinner - Member, David Barrie - Member, Bally Singh - Member, Anita Ward - Member

Clerk Name: Karen Gowreesunker

Clerk Telephone: 0121 380 6678

Clerk Email: karen.gowreesunker@wmfs.net

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

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Minutes of the Scrutiny Committee

**12 October 2015 at 12.30pm
at Fire Service Headquarters, Vauxhall Road, Birmingham**

Present: Councillor Tranter (Chair);
Councillor Spence (Vice Chair);
Councillors Barrie, B Singh, P Singh (substitute for
Hogarth), Skinner and Young

Apology: Councillor Barrie, Clinton (substitute for Ward), Hogarth,
Ward

Observer: Not applicable

19/15   **Minutes**

Resolved that the minutes of the meeting held on 17 August 2015,
be approved as a correct record.

The Chair informed the members of the Committee that the report
on the partnership review was not ready for the October meeting
and would be completed in time for the Committee to consider at
the November 2015 meeting. The Chair asked if there were any
objections and all members of the Committee agreed that the report
was to be presented at the November meeting.

With reference to the enquiry regarding the Arson Task Force raised
by a member at the previous meeting held in August, the ACFO
Gary Taylor confirmed that the Arson Task Force had been
disbanded but the framework and work undertaken has continued
and has been embedded in the mainstream work of the Fire Service
and engagement continues.

A member advised the Committee that the collaborative model
being piloted in the Coventry area was being finalised and

approved. Once published, the member would send this to the appropriate person within WMFS. The Committee agreed that the document is to be sent to Karen Gowreesunker, Clerk to the Authority, for consideration and further distribution as required.

20/15   **Dispute Resolution**

The Committee noted the Dispute Resolution report for the period 1 January 2015 to 30 June 2015.

Sarah Warnes, Strategic Enabler People Support Services, informed the Committee that following discussions at the Joint Consultative Panel, work had been undertaken by People Support Services to reduce the number of disputes. There had been a positive impact upon the number of grievances, reducing the number of cases that reach that far.

The period January to June 2015, when compared to the same period in 2014, witnessed a reduction of:

- 17 investigations (from 21 to 4)

- 7 hearings (from 9 to 2)

- 10 grievances (from 13 to 3)

Wendy Browning Sampson, People Support Manager, provided an overview of the report. The members were informed that the information within the report relates to internal disputes and does not include information related to disputes regarding the Firefighters' Pension Scheme because these are dealt with at a national level.

The Chair asked if the information relating to the Firefighters' Pension Scheme would be made available and was informed that there was some uncertainty due to the information being collated by the Department of Communities and Local Government and could depend on the outcome.

A member asked for clarification on who heard appeals; was it councillors, independent persons, and/or senior managers of WMFS. The member was informed that senior managers of WMFS heard appeals, not councillors or independent persons. The practice of councillors and independent persons hearing appeals had been discontinued in 2004, and the use of senior managers of WMFS

was in line with the ACAS code of practice and the terms and conditions as laid out within the Grey Book and Green Book.

It was acknowledged that the next stage following an appeal would be industrial tribunal.

It was confirmed that any individual would receive HR advice from People Support Services throughout the process and the involvement of any representative body would be the decision of the individual. WMFS would not inform the representative body directly but would inform the individual of their right to ask for representation.

The Committee were informed that as part of lessons learnt, processes have been reviewed and streamlined with the aim to ensure assertive, safe and effective management. Changes had included the introduction of a formal debrief process, and greater collaborative working with managers, departments, and representative bodies. One outcome of the review had been to reduce the timescales involved, from the start of the process through to any eventual outcome, thus reducing the length of time any individual would be in such a position.

The 'Effective Manager Series' had been launched to increase the behaviours of managers, with a condensed training course being delivered to members of the Strategic Enabling Team (SET). Members requested if the training could be provided to them and it was confirmed that the condensed version, as delivered to SET, can be delivered by the legal training provider to members of the Scrutiny Committee and the Joint Consultative Panel.

It was confirmed that there was some interchange in terms of management of members of staff on the grey book and green book, although it was mainly green book staff report to grey book staff. In those cases where this is not the case, the operational element of a grey book member of staff's role would be managed by a uniformed member of staff, via the command groups.

21/15   **Scrutiny Committee Work Programme 2015/16**

The Committee noted the work programme for 2015/16.

Members of the committee agreed that:

- The report 'Progress on the Partnerships Review' would be presented at the meeting in November.

- The subject of the scoping document for consideration would be data sharing, as this interlinks with partnerships.

- The following reports would be consolidated into one report;

    o Progress on Implementation of the Equality Objectives 2012-2015

    o Public Sector Equality Duty and the Equality Act (2010)

    o Diversity, Inclusion, Cohesion and Equality Quarterly Update – Quarters 1 & 2 2015/16

Members of the committee agreed that the work programme would be amended to reflect the above changes.

A member enquired about the estates and property portfolio held by WMFS and its rationalisation. ACFO Gary Taylor confirmed that the WMFS property portfolio had been reviewed when the efficiencies programme commenced at the end of 2014 and the outcomes of the review were reported to the Fire Authority as part of the 2015-2016 Property Asset Management Plan. The committee requested an update on the report.

(Meeting ended at 13:10 pm)

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WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

16 NOVEMBER 2015

1. **REVIEW OF PARTNERSHIPS - PROPOSALS**

   Report of the Chair of the Scrutiny Committee.

   RECOMMENDED

1.1 THAT the findings and subsequent proposals for change arising from the Scrutiny Committee's Review of Partnerships be approved.

1.2 THAT subject to the approval required in 1.1, the report be submitted to Executive Committee for consideration.

2. **PURPOSE OF REPORT**

   Scrutiny Committee are asked to consider the content of the Review of Partnerships report and approve its findings and proposals, following which Scrutiny Committee are asked to approve the forwarding of the report to Executive Committee for consideration.

3. **BACKGROUND**

3.1 Members will recall that in February 2015 the Scrutiny Committee commissioned a review of all aspects of the Service's partnerships arrangements. The scope of the review was agreed and is attached as Appendix 1.

3.2 In delivering the requirements of this review, it was agreed by Scrutiny Committee that a Member led working group be established comprising Councillors Tranter, Spence and Hogarth.

3.3 In leading the review, the Members Working Group has been engaged in the review and has:

   - Met all Partnership Officers
   - Met a cross section of Community Risk Reduction Officers

Ref. AU92710155

- Met regularly with the Community Safety Manager
- Spoken to a limited number of station personnel
- Participated in a home safety check

3.4   As is common with all reviews, a number of opportunities for improvement have been identified and feature within the proposals made. The proposals made will provide the opportunity to confirm the purpose of the central supporting team (currently known as the Community Safety Team), its leadership arrangements, and appropriate roles and responsibilities. This will enable for continuous improvement, value for money and will put the Service in a better position to maintain and improve its performance around partnership governance, partnership referral pathways and the evaluation of partnership activity per-se.

Commissioning

3.5   The scope of the review, quite rightly looked at the 'as is' in terms of how the Service delivers its partnership responsibilities and the partnerships we're involved with. In general, it was recognised that the Service works with a range of multi agency partners to deliver improved outcomes and support the delivery of The Plan in making the West Midlands safer. However, due to the fast changing political and funding landscape, commissioning has emerged as a viable means of balancing our budget whilst improving the lives of the most vulnerable. This will be achieved by providing services that have traditionally been provided by public health agencies. To this end, the Service has set an expectation that it will raise £2Million per year in commissioning by 2018/19.

3.6   The current structure of local partnership resources working with the Command Team and Service Delivery teams to deliver local priorities is appropriate. Given the broad commonalities, in terms of skill sets, behaviours and relationships that exist between partnerships roles/ activity and commissioning, aligned to the Service's ongoing funding reductions, the Service should consider widening the scope of its partnership roles to embrace commissioning. This is reflected in the proposals made in the review report. Such an approach will require a re-consideration and re-design of key partnership roles such as the Partnership Officer and Community Risk Reduction Officers. In developing new roles, the input of Operations Commanders, who are accountable for local performance, will be essential to shaping, influencing and redefining role requirements.

Ref. AU92710155

3.7   Similarly, Operations Commanders should be involved in re-shaping the structure, roles and responsibilities of the HQ 'support' function. This will be important in helping to determine whether commissioning is mainstreamed into or is separate from a redesigned HQ Community Safety type function.

3.8   The full range of proposals are contained within the Review of Partnerships report (Appendix 2) and are set out separately as Appendix 3. The proposals will enable for

- a more linear leadership team in community safety and clarification of the role of this central resource in enabling the local delivery of partnerships and commissioning expectations

- re-consideration of the structure, role and required skill sets of a single HQ central team in enabling Command Teams to deliver both its partnership and commissioning work

- the establishment of effective governance and performance evaluation arrangements both locally and centrally to enable for assurance to be provided that partnerships (and commissions) are provided in line with Service expectations

- the role of Command partnerships resources to be re-determined to enable a localised commissioned based approach, consistent with the Service's delivery model

- maintained and improved performance against existing prevention performance indicators.

4.   **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out. The matters contained in this report do not relate to a policy change.

5.   **LEGAL IMPLICATIONS**

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.

Ref. AU92710155

6.   **FINANCIAL IMPLICATIONS**

6.1   There are no direct financial implications arising from this report. However, the requirement to make ongoing financial savings of circa £14M by 2018/19 must be considered in all decisions appertaining to future structure and posts.

6.2   Similarly, in re-designing both the HQ structure and roles and Command partnership teams, in line with the proposals in this report will better position the Service in meeting its expectation of £2M per year to be secured through commissioning.

BACKGROUND PAPERS

Scrutiny Committee, Scope for review of Partnerships 16 February 2015
Scrutiny Working Group, Awareness Building, March 2015
Scrutiny Committee, Partnerships Update, 17 August 2015
Supporting Review papers - Held in Strategic Hub

The contact officer for this report is Jim Whittingham – WMFS Strategic Hub, telephone no 0121 380 6683.

COUNCILLOR TRANTER
CHAIR OF THE SCRUTINY COMMITTEE

Ref. AU92710155

Scrutiny Committee – Review Scoping Document

Review Title:	Scrutiny of Partnership Working
Date of Review:	

Purpose of the Review:
Prevention is a key priority within the WMFS Service Delivery Model and is sometimes referred to as 'upstream firefighting'. The WMFS partnerships strategy should be fully aligned to enable service delivery with a focus on broader community outcomes. This Scrutiny Review is intended to provide a clear picture of the effectiveness of the current partnership approach, identify if there are lessons to be learned from other agencies and sectors, what improvements can be recommended and determine how Fire Authority members can support partnership working.

Intended Outcomes:
To Identify   - the strategies, policies and procedures that guide and govern the partnership approach   - the sectors and areas where partnerships are developed   - the type and level of partnership work being undertaken   - lessons from other sectors and examples of good practice that could be adopted by WMFS   - the structures and support being provided for partnership working to be effective including the role of Partnerships Officers, Community Risk Reduction Officers (CRROs), and CRRO Youth Leads within the Command Teams   - The methods for evaluating the effectiveness of partnership   - The effectiveness of the Home Safety Check (HSC) partnership referral systems   - Recommendations for improvements to the WMFS Partnerships Strategy

IL0 - Unclassified

Lead Member	
Lead Officer/Officer Group (including partners):	
Links to Strategic Objectives	All Prevention Performance Indicators PI1-8, PI13 and PI14 "Improving Lives to Save Lives" and wider health and wellbeing objectives

Reasons for undertaking the review:

Standing Order 17 relating to Partnerships has recently been reviewed with a primary focus on policy and governances and as a consequence the Corporate Risk Rating that relates to our partnership engagement has been lowered.

In 2013 the command teams were restructured to provide dedicated partnership support in the form of Partnership Officers and Community Risk Reduction Officers.

Recently the RAG rating (Red, Amber, and Green) for partnership working has been raised to Amber as the effectiveness of developing, maintaining and evaluating partnerships has been identified as still being problematic.

This review will ascertain whether suitable control measures are in place to support effective partnership working across the Brigade

Scoping undertaken by:	
Chief Officer and/or Partner/Agency Equivalent:	

Existing data available for consideration:

Partnerships database
Local Partnership documentation
HSC Workbook and Reports
HSC Referral Pathways

Review Work Programme:

IL0 - Unclassified

Task	Method	Lead person(s)	Completion by:

Review Scoping Checklist	Status

SCRUTINY REVIEW OF PARTNERSHIPS

OCTOBER 2015

Scrutiny Working Group:
Councillors Tranter, Spence and Hogarth

Facilitated by: Strategic Hub

Scrutiny Review of Partnerships

1. Introduction

As part of the Scrutiny Committee Work programme for 2015/16 a review of partnership functionality was agreed. The scope for the review was agreed by Scrutiny Committee Members to be part of the Scrutiny Committee work programme for 2015/16.

The review was identified as an appropriate response to concerns raised by the Director Service Delivery regarding the quality of the corporate risk control environment in place to effectively govern, monitor and manage partnership performance. In arriving at the decision to review this area of activity, Scrutiny Committee were mindful of this and also how critical effective partnerships are to enabling the Service to deliver excellence in Service Delivery performance. In measuring this, relative performance against Performance Indicators (PIs) 2-12 was considered.

In discharging the scope of the review a Members working group was established and has been involved in the delivery of the review throughout. As part of this work the Members working group made up of Councillors Tranter, Spence and Hogarth have:
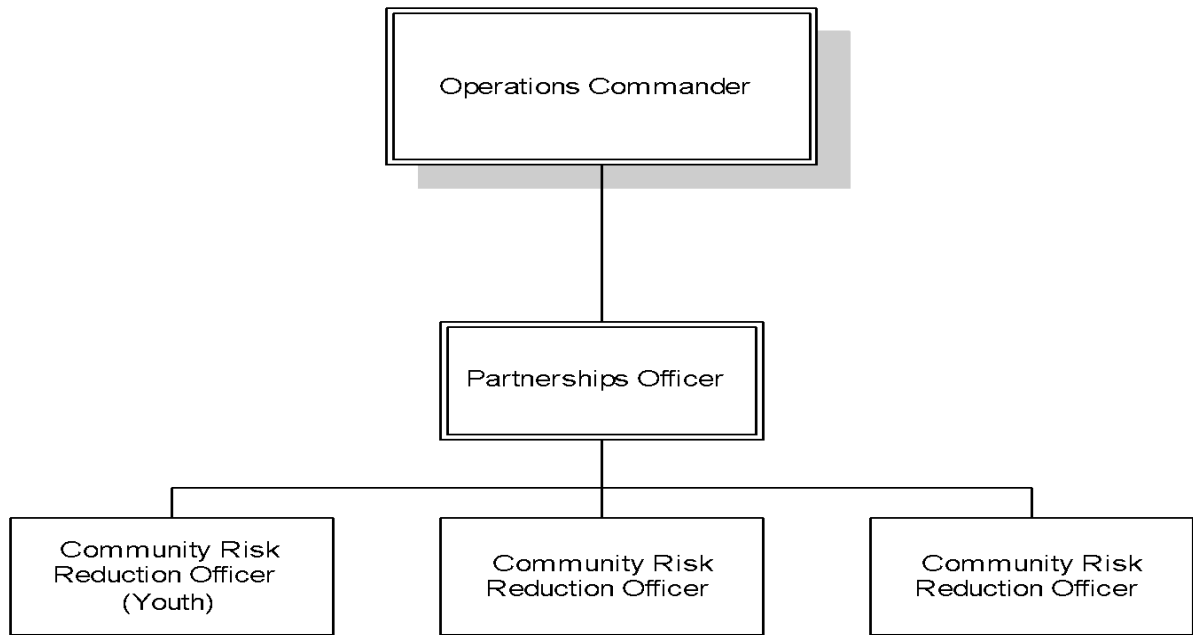
· Met all Partnership Officers
· Met a cross section of Community Risk Reduction Officers
· Met regularly with the temporary Community Safety Manager
· Spoken to a limited number of station personnel
· Participated in a home safety check.

2. Structure

In line with the requirements of the Building upon Success (Bus) the (then) Headquarters Community Safety Department was reviewed with the intention of enabling financial savings and to support a more local, command driven approach to delivering partnership priorities. In enabling the move towards a more appropriate command driven approach a review of command based prevention resources was undertaken and the current delivery structure was agreed in March 2013. The current Headquarters Community Safety Team (CST) Structure is shown as Appendix 1.

Note: In meeting the scope of this review only the resources that directly impact upon delivery partnership activity and its outcomes have been considered and as such the functionality and resources that fall within the remit of the Safeside Manager set out in Appendix 1 have not been considered as part of this review.

Broadly, the command based review of prevention resources proposed the following dedicated partnership resources for each command. The structure detailed below is still applicable for Black Country North and South. Coventry and Solihull Command has 4 Community Risk Reduction Officers (CRRO). Birmingham Commands share their resources.

This structure assumes that Partnership Officers and CRRO's support Operations Commanders, Station Commanders and delivery teams in undertaking partnership work. A key difference from the previous Local Authority Liaison Officer (LALO) approach is that Partnership Officers are expected to work at a more strategic level. The development and delivery of local partnerships are to be facilitated by CRRO, who will primarily work with Station Commanders and their teams to deliver the local prevention priorities which are aligned to The Plan. The approach is set out in the diagram below.
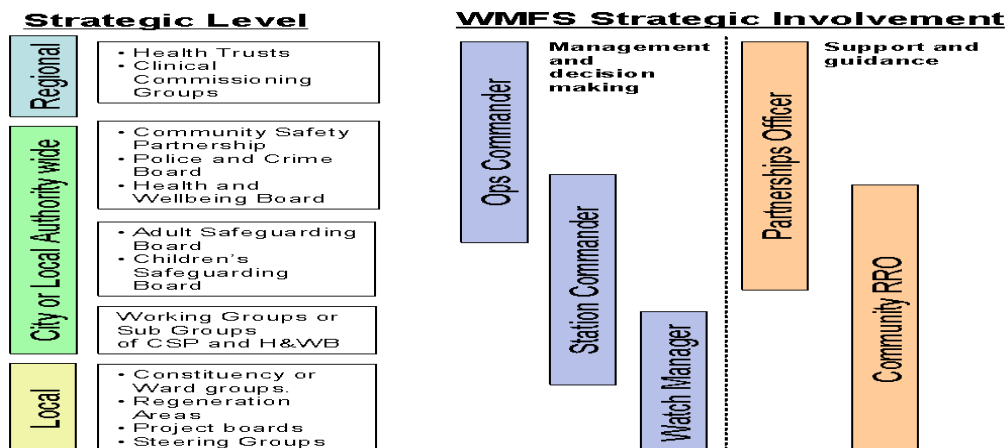
The principles behind a local delivery focussed approach continue to be appropriate. Any proposals for change should seek to maintain the Service's commitment to the delivery of The Plan's priorities and objectives through a locally managed approach on the basis of risk and priority. This will provide confidence that the Service continues to maximise the capacity and optimise the value of its Service Delivery Model.

3. Matters Arising

3.1 Headquarters Community Safety Team- Leadership

Throughout the review there was continued evidence of a disconnection between the majority of CST and Command partnership teams. In implementing any new significant structural change, visible leadership is essential to supporting the change process and to ensuring the delivery of intended outcomes.

The re-design of CST required a significant refocus and reshaping of roles to enable a smaller team to provide the range of functions needed to enable Command teams to deliver their local partnership expectations. This change included moving resources and functionality out of CST to commands reducing CST resources. Effective leadership was always going to be integral to the success of these change proposals.

An effective leader should;

- provide vision and direction
- provide clarity of functional and individual roles within the team
- be an effective day to day manager
- build capability within the team
- be able to build relationships with key stakeholders (Command partnership) to ensure a shared and ongoing understanding of role, functionality and purpose (re-drawing the lines)
- plan effectively
- support and identify individual development needs
- manage poor performance
- provide visibility, availability and support
- undertake team meetings
- be a champion for the team

Leadership has not been as effective in CST as it should have been and this has contributed to the disconnection from Command partnership resources. As a consequence of this naturally many in the CST have become de-motivated and uncertain as to "what they do" and how they contribute to the delivery of Partnership outcomes. The absence of a consistent presence in the role of Station Commander Head of Community Safety role has not been helpful in leading the team and helping it to be seen as a vital resource in enabling command partnerships.

However, in mitigation, the pace of change in the wider public sector has required the Prevention leadership team to focus outwards (rather than inwards) and the team has been successful in furthering the Service's ambitions in terms of the wider health and well-being agenda. The Service has received a 'Marmot Accreditation' which recognised and supports the service's role in achieving improved community outcomes beyond that of the traditional fire service role. Our work and focus(and effort) continues in this direction through our work with Public Health and other agencies to identify potential 'commissions' whereby the Service will look to be paid for providing services which can no longer be provided by health and care agencies. Being seen as a 'health asset' as well as enabling us to improve the lives of the communities we serve is invaluable to embedding and sustaining our own delivery model so that we can continue to provide our core activity and maintain of 5 minute attendance standard for our most serious emergencies. Similarly the Prevention leadership team has invested significant time and energy in securing a pilot non emergency falls response in Coventry and continues to explore other opportunities in this area.

Internally the move towards more integrated Prevention and Protection functionality has led to more investment of leadership time and effort- directing leadership resources 'away' from the day job of managing the CFS team. Although beneficial in terms of closer working and enabling efficiencies, all these change and improvement initiatives may have led to a loss of prevention leadership focus on the 'day job' as prevention leaders have been required to manage competing priorities and not unreasonably have focussed on delivering the strategic change that is critical to securing the future of West Midlands Fire Service. However, this has been to the detriment to the performance of the CFS Team.

In discussion with the Prevention leadership team, it has been recognised that there is a need to re-invest time and support in the CST and to determine the future purpose, functionality and role of the CST in order to ensure that the Service is well prepared and positioned to meet emerging opportunities. Importantly as part of this re-structure it will be necessary to consider HQ structure(s) and resources required to facilitate the delivery of the Service's commissioning expectations of circa £2Million per year by 2018/19.

A clear and identifiable leadership structure with a strong and capable team leader will be required to make this happen. In determining the future leadership structure, full consideration should be given to the range of work and responsibilities undertaken by Prevention leaders and the capacity of current leaders within the CST management structure to provide this functionality moving forward with a view to shortening the route of the team to the Strategic Enabler, Community Risk Management. This will ensure a more compact and leaner structure.

In leading the future team it will also be critical to adhere to the Service's own planning and performance frameworks. Whilst it is the intention is that CST work will be driven by Command Plans (Level 3) due to ineffective leadership there has been little or no influence from the centre in shaping these plans. As such the team has no

plan in place against which it can determine team and individual deliverables and outcomes and provide assurance that the activity of the team is aligned to achieving The Plan. Similarly there is not a systematic approach to personal development and setting of objectives through the individual development plan process- formerly IPDR. Therefore, there is no way of managing and measuring performance (and development needs) of the team. This is a key function of the team leader and irrespective of competing priorities should always be undertaken.

The leadership structure as it currently stands is not linear and this may have contributed to the CST becoming remote in terms of translating and delivering the strategic vision for prevention. Also, given the small size of the CST (10 individuals) and their intended critical purpose of enabling service delivery teams to deliver a significant portion of up to 40% of its day to day activity , leadership of this team may be more appropriately aligned to the personal qualities and attributes beyond those expected of a Station Commander. This should be considered as part of a review of leadership team as should the opportunity to secure financial savings. The current leadership structure is shown as Appendix 2.

Proposal: 1

The Leadership structure within Community Fire Safety should be reviewed and re-determined. In doing this a more linear structure that is more reflective of the structural approach throughout the Service should be implemented. This will enable for a more compact, cohesive and therefore engaged and effective team Community Safety Team (CST) function.

However, in considering alternative structural leadership arrangements consideration needs to be given to the:

- continued requirement to make financial savings
- full range of activity and spans of control of the leadership/management function within the wider Prevention function
- opportunities created by the integration between the protection and prevention functions
- the changing landscape which will impact upon and re-define the wider role of 'Prevention' in enabling the delivery of The Plan. For example; where or does commissioning fit in a new Prevention structure?

3.2 HQ Community Safety Team

In respect of partnership activity, the role of the CST is to enable Commands to deliver a locally driven, risk based, high quality service to the most vulnerable members of the community. in doing this CST is expected to facilitate delivery of partnership excellence through providing Commands with 'principles' or a framework to operate within in order to deliver local partnership priorities. The approach of principles as opposed to hard fast rules is used by the Service as it is recognised that different approaches, to achieve the same or different results will

always be required to deliver services on the basis of local risk and vulnerabilty. This review will not seek to change this approach, more seek to embed it. As evidenced from this review, there is still a lack of certainty about what this means in terms of the role of CST functionality.

As part of their role, CST also facilitate the development of and provide support for vulnerable persons officers (VPO). VPO play a critical part in supporting the Service in the delivery of its vulnerable persons strategy and are key to identifying referral pathways into other agencies through our existing Home Safety Check (HSC) framework.

Since its establishment in 2013, CST has appeared to struggle to change to adapt to its purpose of being in place to enable Commands to 'deliver partnerships'. In part this may be due to the leadership matters discussed above. This has caused tension with Command partnership resources as it seeks to understand how the CST helps to deliver local partnership priorities and on those occasions when it has looked to CST for guidance.

Critical to the effective and efficient delivery of partnerships is the provision of intelligence, guidance and advice provided by the CST to enable partnerships to operate within the principles framework approach. To date information available to guide partnership activity is contained in Service Standing Orders. These 'orders' as well as being hugely out of date, are prescriptive and detailed and do not support the 'principle framework' philosophy. The failure to produce and maintain a principles framework, through the provision of a relevant and up to date partnerships toolkit and other relevant information is disappointing as it should have been considered to be core activity within the CST. In response to this, partnership teams have sought to deliver their own localised approaches; further widening the gap (and perceived relevance) of CST resources with partnership delivery teams. Although, partnership teams are delivering locally, the failure to provide central principles means the Service cannot systematically and effectively:

- determine what is an appropriate partnership
- develop effective partnership relationships
- govern partnerships
- measure partnerships performance
- manage risk within partnerships
- evaluate partnership performance
- exit partnerships
- develop and roll out good practice
- identify referral pathways

Similarly CST has failed to establish intelligence approaches to ensure that changes that may impact upon Commands (for example as a result of the Care Act,) in terms of the way partnerships are delivered or how priorities are determined are considered and communicated systematically to Commands.

The failure to centrally govern partnerships effectively, increases the risk to the Service of entering into and maintaining inappropriate partnerships. Our inadequate partnership governance arrangements have been recognised as an area requiring significant improvement by our own Internal Auditors and immediate action is required to rectify this situation so that the Service is not exposed to avoidable risk.

This failure to define and deliver perceived core activity has widened the gap between CST and Command partnership teams, impacting upon professional working relationships. It is clear that Command partnership teams feel, justifiably, that they do not receive the support they should from CST and this has manifested itself with Commands no longer seeking to engage CST or seek their support on many partnership matters preferring to rely on their own local expertise to determine partnership priorities, approaches and delivery. In this sense the Service has lost its corporate grip of partnership activity. This can be evidenced in the limited involvement of CST in shaping and influencing Command Plans (vulnerable people and home safety strategies). This loss of corporate control has increased corporate risk to the Service due to ineffective governance arrangements. The Service has reached a point where the Service cannot systematically evidence what partnerships it's involved in, why, and what the intended outcomes are. This is a significant failing and provides evidence of the need for urgent change and investment of organisational capacity in putting an appropriate governance framework in place to effectively govern partnership activity throughout the Service; this should have been a core role of the CST.

Evidence gathered throughout the review highlighted broken working relationships which in part are a logical consequence brought about by a lack of clarity as to what the CST is required to deliver, which has caused uncertainty and a perceived lack of value for the CST at a Command level.

As previously detailed, there is some uncertainty within CST as to where the work they do fits into the wider prevention (not just partnership) priorities and outcomes of the Service. The temptation to get too involved in delivering as opposed to enabling commands to deliver is a constant issue for the team. This situation is heightened by a perceived lack of clarity as to individual roles and functionality within the CST. In determining the future direction of CST absolute clarity is required as to what the job role, specific behaviours skills sets and capabilities are. In particular consideration should be given to how Command CRROs with 'adult' responsibilities are enabled.

Whilst the role of Youth Service Officer provides specific, tailored learning guidance and support to enable CRROs in Commands with youth responsibilities, it appears there is not the same investment in this level of capability or capacity for the adult CRROs. There is clear uncertainty with the CST as to who picks up the Adult CRRO support work or whether it is a legitimate role of CST. This is surprising given the success of the Youth Services Officer role

The role of the Youth Services Officer is seen as valuable by Command personnel through providing a strategic direction of travel, guidance and support to youth lead CRROS and across of a range of the young agenda. In building its 'offer' and furthering business relationships with Commands, consideration should be given for the need for a similar adult role to be delivered from CST.

Similar to the positive Command view as to the capability and delivery of the role of the Youth Services Officer, the function and role of the Road Casualty Reduction Team (RCRT) was well received by commands. However, in building organisational capability to support this type of work, the team need to continue to invest effort in educating delivery personnel of the value in further identifying and supporting delivery opportunities.

It is clear that the CST needs to be reconsidered and restructured in order to better support Commands. As part of this journey the involvement of Command partnership resources in the re-design of this function will be critical to its ongoing success. This will help to provide absolute clarity of vision, purpose and delivery expectations through a shared understanding of structure, roles and responsibilities. In re-designing CST the current financial requirement to save £14M will have to be considered. However, this is not a mandate to reduce costs associated with the provision of a CST. Protection and Prevention activity represents 40% of Service Delivery activity. As previously explained, the 'prevention burden' upon delivery personnel is only going to increase as new opportunities to support wider and improved community outcomes are secured through commissioning and other avenues. The approach to support the delivery of future prevention priorities, including partnerships and potentially commissioning, through a capable and effective central team(s) will have to be proportionate.

Given the drivers for change identified above, the proposal below has been developed:

Proposal: 2

A structural, role review and re-design of the current HQ CST should be undertaken, with a view to identifying the purpose and optimum (capability and capacity) resources required to enable Command teams and their service delivery resources to maximise both partnership and commissioning outcomes. The following should be considered.

- Identify the core roles, responsibilities and accountabilities required of a HQ 'enabling' team
- Identify the key skill sets and behaviours required within the HQ team
- determine where or if commissioning sits within this structure (see below)
- develop and implement a holistic partnerships strategy, operating principles and associated other guidance and frameworks to effectively enable the local delivery of partnerships within an organisational framework

- Identify the boundaries - CST 'not to do' the delivery
- HQ capability should be in place to support, provide advice, influence and shape the development and delivery of Level 3 Command plans partnership priorities
- effective governance frameworks both centrally and for individual Commands must be developed and implemented to provide assurance as to the quality and outcomes of partnerships. This will enable alignment to The Plan and the effective management of risk (Corporate Risk 4 Partnerships).
- capability to systematically evaluate partnerships must be developed and become embedded- supporting transparency of partnership performance and providing assurance as to the effectiveness of partnerships
- a systematic approach to evaluating, identifying and embedding partnership good practice should be a key role of the central team.
- efficient and effective working relationships with partnership delivery teams must be developed and embedded.
- the critical importance of partnerships in enabling the delivery of The Plan
- Prevention/protection activity contributes to 40% of activity by Service delivery staff. The role of the HQ CST function should be proportionate and support delivery teams in meeting this expectation.
- the case for change is evidenced by current performance against key performance indicators, particularly PI 5,6 (partnerships referrals and HSC points) and improvement against these indicators should be considered as part of a success criteria for a the new model.
- the emerging importance of commissioning and the requirement for this to become embedded in prevention strategy and delivery.
- Command Leadership Teams should be integral to influencing and shaping the HQ CST structure

3.3 Commissioning

In considering change to the CST and more broadly how prevention must operate in the future, it is critical that the fast changing landscape in which we currently work is recognised and addressed in order to provide resilience and sustainability for the delivery of future prevention services.

In the past three years, the landscape that informs our service delivery has changed dramatically as public partners seek to balance their budgets and re-prioritise the services they offer to mitigate the impact of ongoing funding reductions. West Midlands Fire Service is no different to other public agencies. In offsetting the latest budgetary reductions of around £14M to be made by 2018/19, the Service's leadership team, the Strategic Enabling Team (SET), has recognised the importance of commissioning as a viable means of sustaining our Service Delivery Model and balancing our budget, whilst enabling for wider and improved outcomes for the community through our contribution to health and well being service provision. To this end a target of £2M per year (of the £14M) for Commissioning has been set to be achieved within the 2016/19 strategic planning cycle.

*"*Commissioning is when West Midlands Fire Service delivers services on behalf of other public sector organisations and being economically rewarded for it. This exchange needs to have a positive impact on the communities through the improvement of the social value and the quality services delivered meeting commissioning outcomes.*"
* As defined WMFS & Commissioning document October 2015.

Commissioning must become an integral part of the Service's prevention delivery strategy, in that in meeting the Service's ambitions in this area the Service will through providing commissioning work on behalf a range of public agencies across the public health and well being arena. Whilst it is expected that the Service's commissioning ambitions will extend beyond prevention, given the current considerable experience in engaging health and well being public agencies, and the relative position in securing future commissions in this area, aligning commissioning within prevention (CST) or at least putting in place appropriate relationships and frameworks to ensure the provision of an effective service for Command partnership resources needs to be developed moving forward.

Anecdotally, Operations Commanders have confirmed that they have started to engage in commissioning conversations in their local areas. However, some have felt professionally compromised as a consequence of the need to acquire capability and skills in this area. The view has been expressed that currently the Service does not have the central capacity or expertise in place to support Commanders in moving forward to delivering commissions on behalf of the Service. Whilst accepting that commissioning is very much emergent, this highlights the importance of a highly skilled commissioning resource being required centrally in order to upskill Command resources to deliver locally the Service's commissioning expectations. Furthermore, it needs to be recognised that this upskilling approach will need to be planned and the Service will not be able to transition overnight to a locally driven model. In remembering the lessons learnt from the roll out to a localised partnerships approach, centralised structure and capability will have to be identified, put in place and capability provided to delivery teams with ongoing support prior to moving towards a Command driven delivery approach.

Currently, responsibility for determining the Service's strategic approach to commissioning and managing associated resources falls within the responsibility of the Strategic Enabler for Diversity, Inclusion, Cohesion and Equality (DICE) reporting to the Director, Service Delivery. However, at the time of producing this report, the Strategic Enabler's responsibilities in this area, in terms of producing a vision and strategic direction have almost been completed. As such this review provides the opportunity and timing for the Service to identify the capability requirements and capacity required to ensure the Service is best placed to achieve its commissioning objectives. As part of this approach, it will be critical to determine what resources centrally are required to enable commissioning to be delivered through its Service Delivery teams and how structurally this should be set up in order to mainstream this activity. Put simply, consideration needs to be given as to whether one capable team sitting in prevention which provides CFS and commissioning functionality

provides the best option for enabling service delivery teams or whether there should be two different teams in prevention, providing separate CFS and commissioning functions.

Proposal: 3

The relationship and link between prevention and commissioning is implicit. In redesigning CST, how and where structurally commissioning sits within Service Delivery and what central resources (capability and capacity) are needed to effectively deliver the Service's commissioning expectations must be determined and acted upon.

It is critical that when developing a structural proposal for commissioning and future CST functionality that the lessons learned from the devolvement of partnerships are considered in any solution- particularly around:

- effective leadership and vision
- clarity of purpose, function, role, responsibilities and accountabilities
- developing the structural approach that best enables Commands to deliver
- building central capability to develop the strategic approach, provide principles, guidance, support, assurance, evaluation and best practice to enable delivery (not do the delivery)
- clarify the boundaries and accountabilities between 'support' and 'delivery'
- planning effectively the transition to an effective locally managed commissioning model through building Command resources knowledge, skills and capability to deliver commissioning
- planning and performance management
- building effective professional working relationships
- Stakeholder engagement (Commands should influence the central resource in place to enable them and their teams)

3.4 Command Partnership Resources

Despite the absence of the development of a framework of operating principles and ongoing support provision from HQ, it is clear that Commands have been successful in extending the influence of West Midlands Fire Service locally, through their development of strategic relationships with key partners (particularly public agencies) and this can directly be attributed to the effective application and utilisation of partnership resources.

This has led to the development of meaningful partnerships across the West Midlands area. However, due to the absence of effective central support in building an assurance and evaluation capability the true benefits of individual command partnership arrangements in terms of improved community outcomes cannot systematically be measured as by and large there is no evidence of a systematic approach for evaluating partnership. Whilst it is correct that partnership resources

should be directed and informed by local priorities, the benefits of evaluation in terms of enabling good practise to be adopted service wide is being missed. In moving forward the Service must establish a systematic approach to developing an outcome based approach to evaluation.

This has long been recognised by partnership resources in commands as an area requiring improvement. As financial resources (and Service Delivery resources) continue to reduce it will be incumbent on the Service to demonstrate that it gets value for money in the way it uses all its resources in enabling service delivery personnel to work in partnership and improving outcome.

From a wider governance perspective, it has proved difficult during this review to identify what partnerships (including referral pathway partnerships) that the service is actively engaged in. This is because the Service has inconsistent arrangements in place for recording and logging partnerships.

Proposal: 4

In line with the principles of partnership good governance, Commands working with the CFS team should determine and implement an effective approach to ensure that centrally (where appropriate) and within commands the Service has in place arrangements to ensure that:

- **Terms of Reference/Service Level Agreements for each partnership are in place**
- **Alignment to The Plan (purpose)**
- **Required inputs, outputs, and outcomes are identified**
- **A partnership plan, identifying the partnership life- span and delivery timeframe of key inputs outputs and outcomes**
- **Risks are identified and managed**
- **Dispute resolution is managed**
- **Performance monitoring and reporting framework is established**
- **Evaluation of outcomes**
- **Good practice is identified and implemented Service Wide**

A key part of the Command partnership resources role is to build and develop relationships with local authorities and other influential agencies in order to develop and enhance WMFS involvement in strategic partnerships. This does happen across Command Areas and the Service has been successful in securing a seat on various trusts, boards, working groups and bodies involving a range of key influential partners and stakeholders. The value of building long term relationships with strategic partners should not be underestimated. However, in the financially challenged and fast changing landscape that we work in, it is critical that we understand and channel our partnership resources to investing in relationships where we do (or should) deliver in terms of improved outcomes to the community.

This is particularly relevant as the time available for Command partnership resources to engage in their current role and responsibilities will become more limited. As

previously discussed 'Commissioning' has been identified by the Service's leadership team as a viable approach to mitigating against the £14M cut to central funding (by 2018/19) and enabling for a balanced budget. In meeting this shortfall, the Service has an expectation that it will raise £2M per year through being commissioned to provide services on behalf of other public agencies mainly (but not exclusively) across the health and well being agenda. In taking this approach and mainstreaming commissioning, the Service will use the current existing Command Partnership resources to deliver Commissioning. In doing this it recognised that the Service will be required to build capability to enable its partnership command resources, facilitated and supported by an effective central team can deliver, within a Service framework, commissioning on a local basis.

The synergies of a commissioning role with the Command partnership resources are clear. However, it is accepted that a commissioning type role and skills sets involving identifying, negotiating and helping to secure local commissioning opportunities will require a different skills set to those currently required of partnership resources. As such, the Service will be required to take a holistic review of the current partnership officers and CRRO roles and responsibilities. This review should be informed by 2 ½ years of intelligence and should seek to confirm the partnership aspects of the role that are absolutely core to the delivery of partnership activity. It should also identify the core skill-sets, attributes and personal behaviours required to deliver the new requirements of a Commissioning role.

Proposal: 5

The core roles and responsibilities of Partnerships Officers and Community Risk Reduction Officers should be reviewed and redesigned to incorporate Commissioning as a core activity.

 In developing this new role, Operational Commanders should be seen as integral to influencing and shaping this re-design. It is recognised (and in learning from the approach adopted to devolving partnerships) that it will be essential to build capability to deliver this mission critical role in a safe environment and a 'learn on the job approach' should not be adopted. Central capability in providing an operating framework, supporting, advising and guiding will be integral to building confidence in Command Teams to delivering this new functionality.

3.5 Referral Pathways,

In moving forward it will be essential to maintain as core, the requirement of partnership resources to continue to support station teams maintaining and building upon current levels of Home Safety Check (HSC) referral performance. For a considerable time, the identification and use of referral partnership pathways in highlighting our most vulnerable people to receive a HSC, soon to be re-branded Safe and Well, has been central to the delivery of the Service's prevention strategy.

Command Partnership resources have been absolutely key to facilitating our approach by working with partners or enabling fire station teams to work with partners to enable them to deliver Home Safety Checks. In delivering this service to the most vulnerable people within local communities, the service uses its resources in its most efficient way. This is because we can target those people that we know are more likely to require our emergency response should we not provide this vital service- delivering Safe and Well to people that really need it. Safe and Well also provides the gateway to supporting the delivery of traditionally perceived non fire – service 'well checks. ' This approach provides evidence of a pro-active approach to working with partners to the ultimate benefit of the service user through adopting a single point of service approach.

In recognition of the importance of this work we measure our performance against Safe and Well (HSC) against two performance indicators (PI).

- PI 5: The % of HSC referred by our partners. Target 2015/16 = 40%
- PI 6: The number of HSC points achieved by the Brigade. Target 2015/16= 135K

In terms of PI 5 performance across stations varies dramatically with some stations performing well over target and some well under. Anecdotally, station personnel interviewed provided a varying picture of understanding of command partnership resources available to them in supporting and enabling the development of referral pathways. Some personnel were completely unaware as to the level of resource available to support their contribution to this target and as such, this provides evidence of potential inconsistencies in the availability of partnership resources to fire station personnel. In any event, a target of 40% should be considered a minimum aspiration for the Service. Referral pathways are recognised as the most efficient and effective way to achieve high value Safe and Well performance through targeting the most vulnerable people in our community. The variation in target and perceived variation in engagement provides evidence that there is still room for considerable improvement an in moving forward partnership Command resources should be committed to ensuring the Service over performs against this particular PI.

The current delivery target evidences that around 60% of Safe and Well activity is targeted through other means than high value referral pathways. Whilst there will always be value in any Safe and Well check undertaken, this also demonstrates that there is considerable scope for improvement and opportunity to continue to develop referral pathways and improve performance against this particular PI. This work should still be seen as core in any redesigned Command partnership resources solution.

The more referral partnerships that are generated the higher value the points awarded per safe and well visit. This should have a positive impact in terms of increased points against PI 6, the number of HSC checks achieved by the Brigade.

In recognising the need for partnership command teams to remain committed, focussed and ambitious in enabling delivery teams to improve collective

performance it is important to recognise concerns around the quality and reliability of HSC referral data. Ordinarily, those Safe and Well visits undertaken via a referral pathway should be allocated a reference number acknowledging this by the Contact Centre which is the call handling centre for allocating station visits. This issue of quality was picked up by a review of the Contact Centre performance in August 2015 which made a number of recommendations for structural, system and process change. When implemented, these recommendations will provide a foundation on which the Service can place reliance on the reliability of data input.

However, a similar rigour and test should be applied to data sharing per-se. The ability to share reliable data between partners is critical for enabling better outcomes for communities. The inconsistent approach in our own internal arrangements provides evidence as to the need of a review of our data sharing arrangements and protocols. Therefore:

Proposal

Whilst data sharing agreements appear to be in place across commands, a systematic review of the quality of the arrangements and underpinning systems and processes should be undertaken. This will provide

- **a clear picture of the level and effectiveness of data sharing between WMFS and partner agencies**
- **provide the opportunity to identify if there are lessons to be learned from other agencies and sectors**
- **what improvements can be recommended and determine how Fire Authority members can support data sharing activities.**
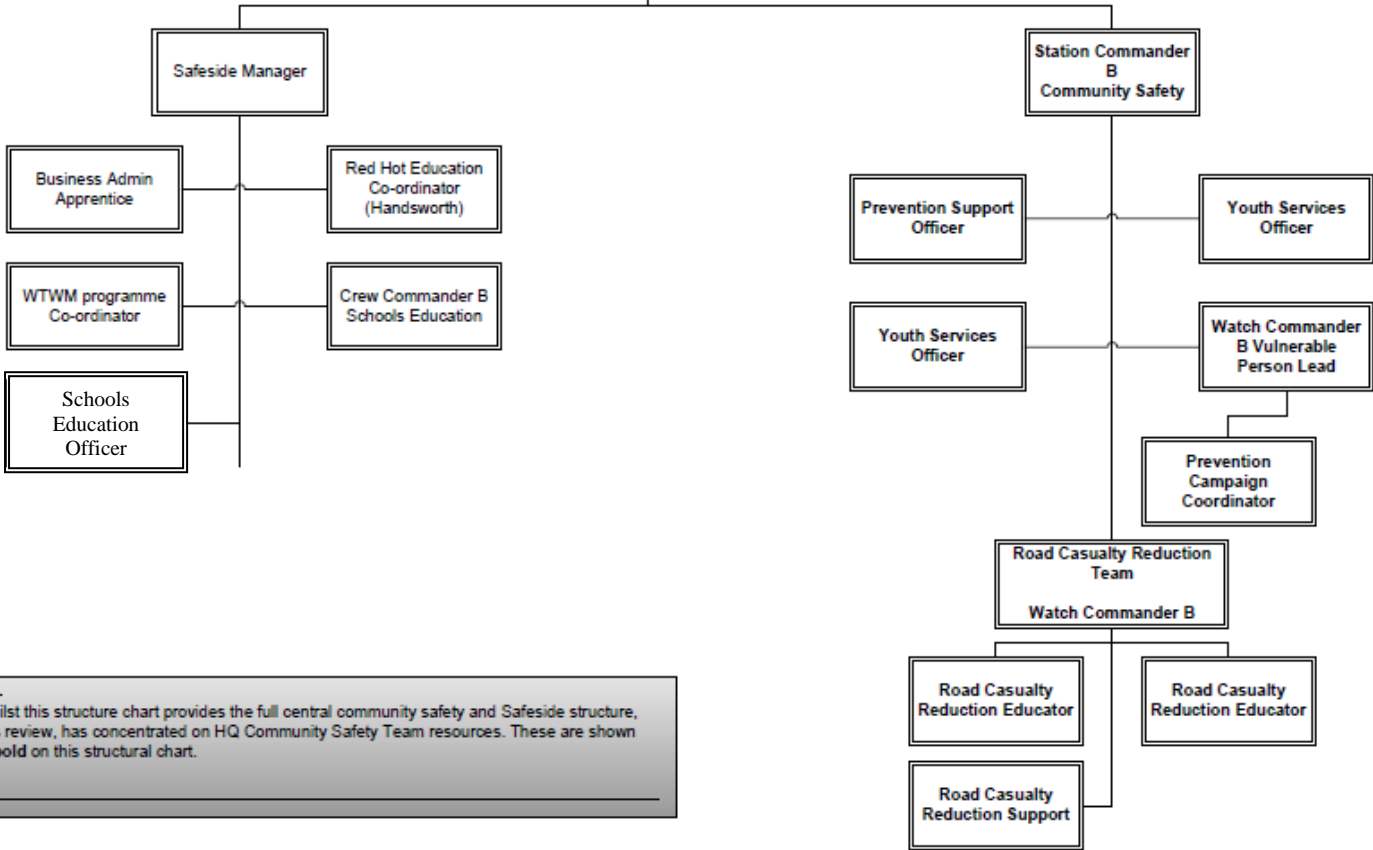
The delivery of a data review, alongside the proposals for change submitted here will provide the assurance and confidence to Members as to the value of our partnership arrangements in terms of enabling improved outcomes for the communities of the West Midlands as well as sustaining our delivery model through the effective delivery of commissioning. Importantly, implementation of these proposals will enable for the Brigade to put in place the people, structures, systems and process to effectively manage partnership corporate risk.
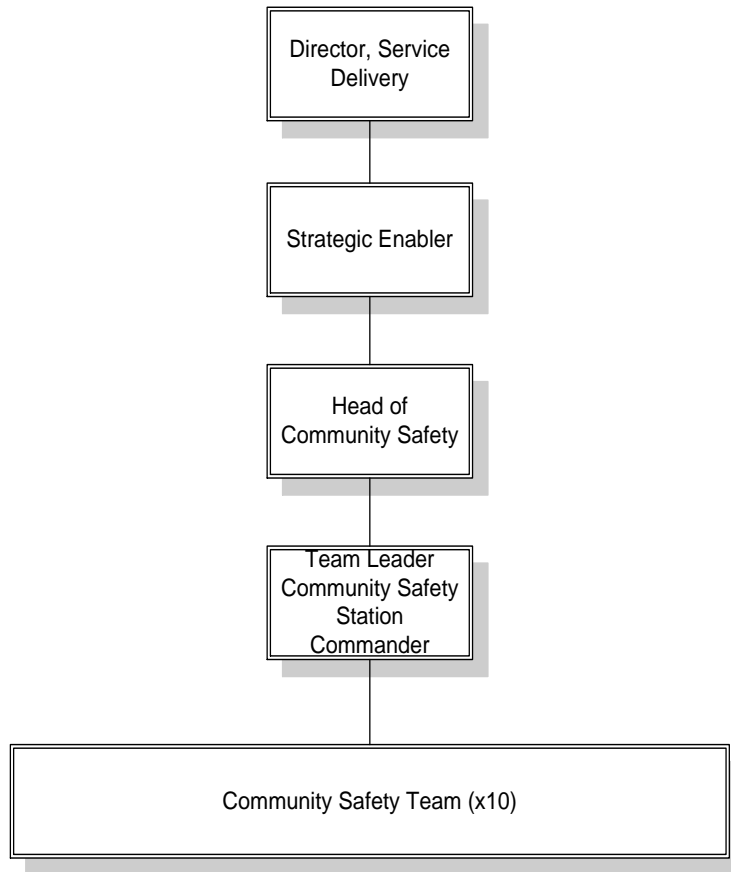
Community Safety Team Structure

HQ Community Safety Structure

October 2015

Head of Community Safety

Safeside Manager

- Business Admin Apprentice
- WTWM programme Co-ordinator
- Schools Education Officer
- Red Hot Education Co-ordinator (Handsworth)
- Crew Commander B Schools Education

Station Commander B Community Safety

- Prevention Support Officer
- Youth Services Officer
- Youth Services Officer
- Watch Commander B Vulnerable Person Lead
  - Prevention Campaign Coordinator

Road Casualty Reduction Team

Watch Commander B

- Road Casualty Reduction Educator
- Road Casualty Reduction Educator
- Road Casualty Reduction Support

Whilst this structure chart provides the full central community safety and Safeside structure, this review, has concentrated on HQ Community Safety Team resources. These are shown in **bold** on this structural chart.

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┌─────────────────────┐
│  Director, Service  │
│      Delivery       │
└─────────────────────┘
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┌─────────────────────┐
│  Strategic Enabler  │
└─────────────────────┘
           │
┌─────────────────────┐
│      Head of        │
│  Community Safety   │
└─────────────────────┘
           │
┌─────────────────────┐
│    Team Leader      │
│  Community Safety   │
│      Station        │
│     Commander       │
└─────────────────────┘
           │
┌──────────────────────────────────────────────┐
│          Community Safety Team (x10)          │
└──────────────────────────────────────────────┘
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Summary of Proposals arising from the Scrutiny Review of Partnerships

Area of Interest	Proposal	Officer Responsible
Leadership	The Leadership structure within Community Fire Safety should be reviewed and re-determined. In doing this a more linear structure that is more reflective of the structural approach throughout the Service should be implemented. This will enable for a more compact, cohesive and therefore engaged and effective Community Safety Team (CST) function.	ACFO Service Delivery
HQ Resources	A structural, role review and re-design of the current HQ CST should be undertaken, with a view to identifying the purpose and optimum (capability and capacity) resources required to enable Command teams and their service delivery resources to maximise both partnership and commissioning outcomes.	ACFO Service Delivery
Mainstreaming Commissioning and future proofing	The relationship and link between prevention and commissioning is implicit. In redesigning CST, how and where structurally commissioning sits within Service Delivery and what central resources (capability and capacity) are needed to effectively deliver the Service's commissioning expectations must be determined and acted upon.	ACFO Service Delivery
Good Governance,	In line with the principles of partnership good governance Commands working with the CFS team should determine and implement an effective approach to	ACFO Service Delivery

managing risk & enabling improvement	ensure, that centrally (where appropriate) and within commands the Service has in place arrangements to ensure that: • Terms of Reference/Service Level Agreements for each partnership are in place • Alignment to The Plan (purpose) • Required inputs, outputs, and outcomes are identified • A partnership plan, identifying the partnership life- span and delivery timeframe of key inputs outputs and outcomes • Risks are identified and managed • Dispute resolution is managed • Performance monitoring and reporting framework is established • Evaluation of outcomes • Good practice is identified and implemented Service Wide	
Embedding Commissioning within existing Service Delivery Model	The core roles and responsibilities of Partnerships Officers and Community Risk Reduction Officers should be reviewed and redesigned to incorporate Commissioning as a core activity.	ACFO Service Delivery
Data Quality	Whilst data sharing agreements appear to be in place across commands, a systematic review of the quality of the arrangements and underpinning systems and processes should be undertaken.	Scrutiny Working Group

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

16 NOVEMBER 2015

1. **DIVERSITY INCLUSION COHESION EQUALITY (DICE) EQUALITY AND DIVERSITY REPORT 2012-2015/OBJECTIVES 2016-2019**

   Report of the Chief Fire Officer

   RECOMMENDED

   THAT the Scrutiny Committee approve the DICE report and objectives 2016-2019 for publication. (See appendix 1).

2. **PURPOSE OF REPORT**

   To inform the Scrutiny Committee of the contents of the DICE report and objectives, this includes reporting on WMFS performance between the period 2012-2015 (including quarter 1 and 2 of 2015) and the Objectives for 2016-2019.

3. **BACKGROUND**

3.1 The publishing of the report and objectives is a requirement under the Equality Act 2010 (Specific Duties), Regulations 2011 (the specific duties) must:-

   - Prepare and publish one or more objectives they think they should achieve in relation to the aims of the General Equality Duty by 6 April 2012 and at least every four years thereafter.

   - Ensure that those objectives are specific and measurable.

   - Publish those objectives in such a manner that they are accessible to the public.

Ref. AU/Scrutiny/Nov/228101531

3.2 The previous report (Equality and Diversity Report 2012-2015) was the first WMFS report under this requirement. This document reports on the progress on the Objectives set in the 2012-2015 report and sets new Objectives for 2016-2019 in line with the Equality Framework for Fire and Rescue Sector to help facilitate WMFS's journey towards 'Excellence". Objectives were therefore set under the headings of:-

- Effective Service Delivery & Community Engagement
- Leadership & Inclusion
- Accountability
- Employment & Training
- Sharing Best Practice.

It is progress against these objectives that the first part of the document reports upon.

4. PROGRESS AGAINST EQUALITY OBJECTIVES FROM 2012-2015

4.1 WMFS's commitment to DICE has over the last 4 years strengthened; this was demonstrated through activity and examples across its functions and Command areas which illustrate the organisation's progress against previous objectives. The report uses a sample of case studies from across WMFS's Command areas to illustrate the range and breadth of activity. Below are examples of some of this work:-

4.2 Effective Service Delivery & Community Engagement

Examples within this section of the report show the range of work across WMFS command and demonstrate how the Fire Sector sees fire as a health asset. The report illustrates how, as an organisation, WMFS contributes to not just keeping our communities safe but that by helping to address health inequalities we improve lives to save lives. This growing role in addressing health inequalities has been recognised by WMFS acquiring Marmot Partnership status. Examples also include activities which are Brigade wide such as the work of the Education and Youth Teams, the Road Causality Reduction team, the specialist Deaf Team and the work of the Vulnerable People Officers whose introduction clearly illustrates the evolution of the Service towards a much greater impact on health inequalities and those most vulnerable within society.

Ref. AU/Scrutiny/Nov/228101531

4.3   Sharing Best Practice

Examples illustrate how the organisation takes a multi-agency approach and shares its best practice with other organisations, in particular working with the Police on youth engagement activities with groups that would be reluctant to engage with only the Police.

4.4   Leadership and Inclusion

4.4.1 The report describes the impact of the move from Corporate Board to the Strategic Enabling Team (SET) and how this demonstrates commitment to Diversity from the very top of the organisation. SET has a greatly increased diversity across the protected characteristics allowing the Chief Officer to draw on a greater range of expertise and backgrounds in helping him address the challenges facing the organisation.

4.4.2 Also included within the examples of enabling leadership is the Race Equality Forum, the first of its kind in WMFS which has attracted considerable interest from other organisations looking to engage their own Black Minority Ethnic (BME) workforce. The Race Equality Forum was attended by and supported by members of SET. Nearly 100 BME members of staff attended a clear indication of an increasing level of engagement from WMFS BME employees.

4.4.3 Included in this section is the impact of the women's network group Affinity formerly known as 'We are Woman@WMFS' and how the increased engagement from female employees has clear benefits for the organisation with the introduction of female hygiene packs and in depth research into the experiences of new and expecting mothers in the workforce. Finally the section looks at the impact of the dignity for all project and how this has improved the working environment on station for all employees as WMFS journeys towards a fully inclusive environment.

Ref. AU/Scrutiny/Nov/228101531

4.5   Accountability

Here the report details the rationale and impact of moving the former Equality and Diversity team into Service Delivery and how the new direction and broader duties for the team are reflected in the change to the DICE team. This has been evidenced by the much greater impact across the organisation that the team has had through its activities, interventions and employee engagement forums as mentioned above. WMFS has made a clear demonstration of organisational commitment by having the Strategic Enabler for DICE as part of the SET team who is enabled to influence and embed DICE issues at the highest levels of decision making.

4.6   Employment & Training

4.6.1 This section outlines the good progress in the last four years in employment and training whilst fulfilling the duty under the Equality Act 2010 to publish workforce data. This data also includes the community data of our service delivery area to allow easy comparison and benchmarking.

4.6.2 The initiatives led by People Support to support Positive Action are highlighted, such as the 15 Positive Action volunteers and having a dedicated Positive Action officer which have impacted positively on our workforce profile, in particular the maintenance of ethnic profiles during a period of low recruitment and the small increase in female profile among operational staff.

4.6.3 The DICE team have delivered positive action through enabling employees from under-represented groups to have a voice and empowering them to engage within the wider organisation through supporting awareness campaigns. Examples of these innovative and impactful projects include the 'Unusual Suspects Dyslexia Awareness' campaign video featuring 5 members of staff talking openly about the impact of being dyslexic. This project was cited as best practice by the Department of Work and Pensions and featured as part of their "Accessible Britain Campaign". The

Ref. AU/Scrutiny/Nov/228101531

project has directly increased the numbers of staff who declared a disability as discussed later. The section also detailed the targeted interventions including the 'Buddy Scheme' and Reaching for the Stars personal development course.

4.6.4 The workforce profile is generally positive, especially during a period which has seen austerity measures impact on recruitment and the overall size of the workforce reducing from 2364 to 2080 over this period. Despite this reduction, the percentage of female employees has increased slightly overall and in particular among uniformed staff. The race/ethnic profile of the organisation has been relatively stable during this period. Age profiles show a reduction in percentage of employees under 45 and an increase of 46-55 year olds (currently at 32% of the workforce) which is consistent with an ageing workforce which has little recruitment within an ageing population.

4.6.5 In the areas of Disability and Lesbian, Gay, Bisexual, Transgender (LGBT) the trends are positive; awareness campaigns have increased declaration rates among disabled staff and those who have not stated on whether they have a disability have dropped from 26% to 18% with an expectation that upcoming campaigns will reduce this further. Sexual orientation profile indicates an increasingly open culture with the number of staff comfortable to identify themselves as lesbian or gay having doubled from 9 to 18 in the last four years with a smaller increase in staff declaring as Bisexual.

5. **DICE OBJECTIVES 2016-2019**

5.1 The report also has a new look to the DICE objectives presented within it. The new objectives are designed to be more engaging to employees and the public. The new objectives follow the guidance from the Equality and Human Rights Commission and provide a set of specific, measurable, achievable, realistic and time constrained objectives to drive forward WMFS's journey towards 'Excellence' and go beyond compliance with the Equality Act 2010.

Ref. AU/Scrutiny/Nov/228101531

5.2 The objectives are divided into 'Aspirational Objectives' designed to stretch the organisation and drive forward organisational change and 'Core Objectives' which form the bedrock for progress and represent solid deliverable outcomes over the next four years.

6. METHODOLOGY FOR NEW OBJECTIVES

6.1 The new objectives were developed by taking various factors into consideration:-

- To ensure that the Objectives ensure progress against all 9 protected characteristics as defined by the Equality Act (2010).

- To further the 'Journey Towards Excellence' by ensuring that all areas in the revised Equality Framework for the Fire and Rescue sector are addressed:-

  - Knowing our Communities
  - Involving our Communities
  - Leadership, Partnership and Organisational Commitment
  - Building a Responsive and Accessible Service
  - Building a Skilled and Committed Workforce.

6.2 Consultation with stakeholders within Directorates to ensure that DICE considerations are embedded in plans over the next four years.

7. EQUALITY IMPACT ASSESSMENT

Due to the inherent nature of this policy document with its focus on meeting the duties of the Equality Act 2010 and the Equality Standard for Fire and Rescue Sector an Equality Impact Assessment is not required.

8. LEGAL IMPLICATIONS

The legal requirements of the Equality Act 2010 require the publishing of the main report by the end of January 2016. The report will provide robust evidence of meeting the Public Sector Specific and General Duties under the Equality Act 2010.

Ref. AU/Scrutiny/Nov/228101531

9.   **<u>FINANCIAL IMPLICATIONS</u>**

The cost of producing the DICE Report 2012-2015 and Objectives 2016-2019 will be accommodated within the existing budget provision

The contact name for this report is ACFO Gary Taylor, telephone number 0121 380 6914.

PHIL LOACH
CHIEF FIRE OFFICER

Ref. AU/Scrutiny/Nov/228101531

OBJECTIVES REPORT

Diversity
Inclusion
Cohesion
and **E**quality

2012 - 2015

2016 - 2019

AFSA
Asian Fire Service Association

Affinity
@ WEST MIDLANDS FIRE SERVICE

DICE

POSITIVE ABOUT DISABLED PEOPLE

HR EXCELLENCE AWARDS 2012 WINNER

Prevention   Protection   Response

Making West Midlands Safer

WEST MIDLANDS FIRE SERVICE

www.wmfs.net

Contents

Introduction and Foreword

3

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To egitiuro, C. Aris me faucto erra reo erdiu quamdiu incles et ata reniur.

Councillor John Edwards
Chair, West Midlands Fire and Rescue Authority

Phil Loach
Chief Fire Officer, West Midlands Fire Service

West Midlands Fire Service (WMFS) serves a population of 2,469,100[1] million people living in 988,593[2] dwellings. It covers the cities of Birmingham, Coventry and Wolverhampton and the Metropolitan Boroughs of Dudley, Sandwell, Solihull and Walsall.

(A detailed map of our Community Fire Stations and Fire Safety Centres can be found on our website www.wmfs.net).

Communities Profile:

West Midlands Fire Service Area of Service

The WMFS area of service has one of the most diverse populations in the UK with high proportions of Black and Minority Ethnic Groups.

69%

18%

6%

1%

3%

3%
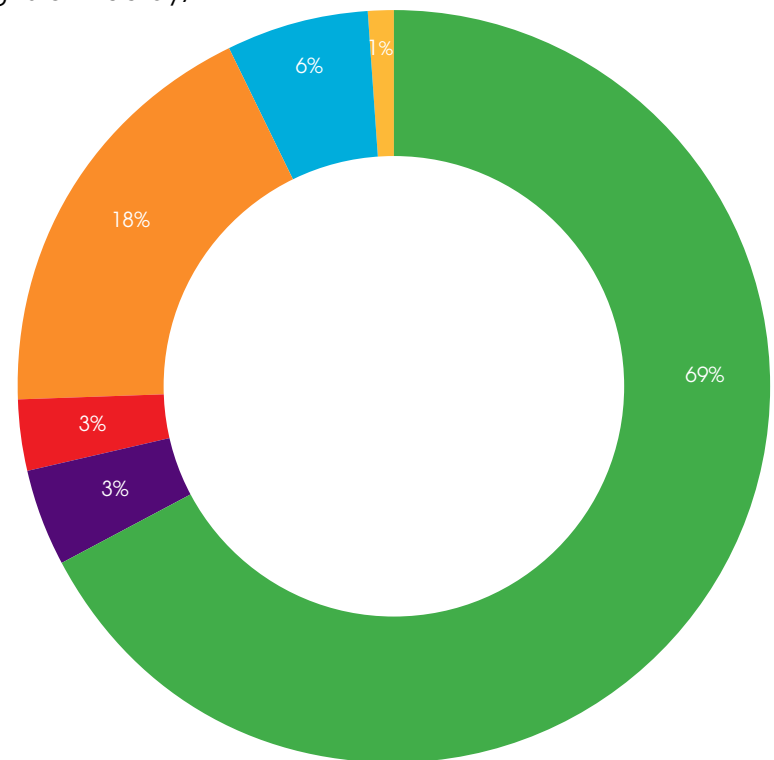
- English/Welsh/Scottish/Northern Irish/British
- White Other
- Mixed
- Asian/Asian British
- Black/African/Carribbean/Black British
- Other ethnic group

Our approach to Diversity, Inclusion, Cohesion and Equality

5

How Diversity Inclusion Cohesion and Equality supports The Plan 2015-2018

The Plan 2015-2018 sets out WMFS priorities, how they will be achieved and the difference this will make for the people and businesses of the West Midlands. The Diversity, Inclusion, Cohesion and Equality (DICE) report and objectives are a key element in supporting the Plan. It is essential to The Plan that our communities and partners have the opportunity to contribute and shape the way we deliver services. This is supported by our community members' scheme. Key priorities within the Plan of communities and partnerships and developing a highly skilled and flexible workforce that delivers excellence in the community are directly supported by our Equality objectives.

The Plan also supports the DICE objectives with key performance indicators around disclosure of disability and numbers of female uniformed staff and staff from ethnic minorities forming part of the Plan, but more than this DICE objectives and considerations are a golden thread running through all that WMFS does in its three main areas of Prevention, Protection and Response.

▶ In **Prevention** knowledge of and engagement with the communities we serve helps inform our Community Safety Strategy. The better we understand the diverse communities which make up the West Midlands the more effective we can make our education and prevention activities

▶ In **Protection** our knowledge of our communities allows us to reduce the regularity burden on businesses and better target our advisory campaigns based on a strong understanding of our communities and the risks they face

▶ In **Response** building a diverse workforce which better reflects the communities we serve helps us be a flexible, confident and responsive service

We value service to the community by
- working with all groups to reduce risk
- treating everyone equitably and with respect
- being accountable to those we serve
- striving for excellence in all we do

We value diversity in the service and the community by
- treating everyone equitably and with respect
- providing varying solutions for different needs and expectations
- promoting equality of opportunity in employment and progression within the service
- challenging prejudice and discrimination

Our core values set out how we expect our employees to be the best they can be in keeping the West Midlands' communities safe

We value all our employees by practising and promoting
- equality and respect
- recognition of merit
- honesty, integrity and mutual trust
- personal development
- co-operative and inclusive working

We value improvement at all levels of the service by
- accepting responsibility for our performance
- being open-minded
- considering criticism thoughtfully
- learning from our experience
- consulting others

Our Commitment to Excellence in Equality & Diversity

DICE considerations are at the heart of the organisation's business planning processes and outcomes. To further embed this ethos within our organisation we are committed to the Fire and Rescue Service Equality Framework. This Framework assesses organisation excellence in the following 5 areas which you will see are reflected in our Equality Objectives 2016-2019 later in this report

‣ Knowing our Communities

‣ Involving our Communities

‣ Leadership, Partnership, and Organisational Commitment

‣ Building a Skilled and Committed Workforce

‣ A Responsive and Accessible Service

The areas above represent the updated sections of the Fire & Rescue Service Equality Framework which has been improved to be more focused for the sector. Section 3 (Performance and Achievements. Report on 2012-2015 objectives) of this report illustrates our progress in the last 4 years against the objectives set under the older framework

By making this commitment towards achieving Excellence in The Fire & Rescue Service Equality Framework we are raising the expectations of our people, our communities, partners and employees to deliver services and demonstrate practices which reflect the principles of the General Duty in all that we do.

Our approach to Diversity, Inclusion, Cohesion and Equality

West Midlands Fire Service Statement of commitment to DIVERSITY, INCLUSION, COHESION, EQUALITY (DICE)

The purpose of this statement is to set out West Midlands Fire Service's (WMFS) commitment and expectations with regard to how we work together with our colleagues, stakeholders and communities when considering Diversity, Inclusion, Cohesion and Equality. Our commitment is reinforced by our Individual Personal Development System (IPDS) and our core values with the purpose to further improve our organisational culture through our working practices, behaviours and actions so that we bring out the best in all our people and deliver excellence against The Plan.

To support our understanding we have outlined the definitions of the terms Diversity, Inclusion, Cohesion and Equality and our commitment to these.

Our approach to Diversity, Inclusion, Cohesion and Equality

Diversity acknowledges and values the full range of differences between people both in the workplace and in wider society. Diversity acknowledges that entry into the workplace and an individual realising their potential once there, can be influenced by a range of factors beyond the protected characteristics included within equality legislation, including social, economic and educational background, professional background, hierarchical level, working style, nationality etc.

WMFS commitment to Diversity: we accept each person as an individual. Our success and service delivery is built on our ability to embrace diversity – and we believe that everyone should feel valued for their contributions. By working together we will deliver the best possible outcomes for our people, our communities and our Service.

Inclusion refers to an individual's experience within the workplace and in wider society and the extent to which they feel valued and included.

WMFS commitment to Inclusion: we create a working culture where differences are not merely accepted, but valued; where everyone has the opportunity to develop in a way that is consistent with our vision and values. Our aim is to be an organisation where people feel involved, respected and connected to our success in making West Midlands Safer.

Cohesion is defined by The Commission for Integration and Cohesion. Key aspects of this include having a widely shared sense of the contribution of different individuals and different communities to a future vision. Within this where people have a strong sense of individual rights and expectations and where positive relationships are nurtured through mutual trust and arbitrating between different interests. Those from different backgrounds have similar life opportunities, access to services and treatment and a strong recognition of the contribution of both those who have newly arrived and those who already have deep attachments to a particular place, with a focus on what they have in common.

WMFS Commitment to Community Cohesion: To build an understanding with our communities, partners and employees of how we deliver prevention, protection and response to deliver our shared vision of helping to keep the communities of the West Midlands 'Safe and Well'. To proactively seek opportunities to support these strategic outcomes through collaboration, partnership and engagement to empower our employees and communities to build better relations and a more sustainable economy to reduce deprivation and to address risk.

Equality is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential. Equality is supported by legislation (Equality Act 2010) designed to address unfair discrimination, harassment and victimisation; advancing equality of opportunity and fostering good relations between people who share a protected characteristic and those who do not. There are nine protected characteristics: age, disability, gender reassignment, marital status, pregnancy and maternity, race, religion and belief, gender, sexual orientation. The protection offered to these protected characteristics varies under the Equality Act (2010) and therefore the Service provides proportionate consideration to these areas of work through the resources available.

WMFS commitment to Equality: we promote equality by removing barriers, eliminating discrimination and ensuring equal opportunity and access for all groups of people, both within WMFS and externally amongst those organisations with whom we have formal relationships. We embed effective equality considerations in all that we do to support the Service in achieving equality outcomes.

Our approach to Diversity, Inclusion, Cohesion and Equality

How this statement can be used:

This statement provides an overview of our commitment to DICE. It can be used within teams, project / policy development, when considering Equality Impact Assessments or when developing external and internal partnership projects.

In addition the Service has the following equality strategies/policies in place to support the implementation of our commitment stated above. These include:

To measure performance against DICE

The DICE Strategy: this provides an overview of the Services approach and performance with this regard.

Equality Objectives: outlines our strategic equality outcomes for our communities, partners and employees.

Positive Action Strategy, which focuses specifically on improving under representation within our workforce.

To outline expectations around behaviours, actions and personal accountability

The Equality and Diversity Policy provides information around Core Values, Personal Qualities and Attributes (PQA's) and expectations of behaviours from our employees, managers and stakeholders.

These commitments are also reflected through our **Core Values.**

OUR COMMITMENT TO DIVERSITY, INCLUSION, COHESION EQUALITY (DICE).

A visual overview of our commitment to these distinct but interrelated concepts is detailed in the following diagram

DICE

DIVERSITY

'Appreciating & valuing difference'

- Personality,
- Geographical,
- Social class,
- Education,
- Employment,
- Lifestyle,
- Cultural heritage,
- Income,
- Caring,
- Responsibilities

INCLUSION & COHESION

'Creating a culture of valuing and empowering our people to be the best they can to create a united whole'.

- Shared vision,
- Feeling valued, connected and a sense of ownership,
- improvement
- Individual rights and responsibilities,
- Equality & diversity
- Trust in management & institutions
- Integration
- Meaningful interaction between all.

EQUALITY

'Eliminating barriers created by Discrimination & Victimisation'

- Race,
- Sexual
- Orientation,
- Disability,
- Gender,
- Religion,
- Age,
- Martial status,
- Transgender

Our approach to Diversity, Inclusion, Cohesion and Equality

The Public Sector Equality Duty

The Public Sector Equality Duty, section 149 of the Equality Act 2010 came into force on 5th April 2011. This requires public bodies to consider the needs of all individuals when carrying out their day to day work: in shaping policy, in delivering services and in relation to their own employees.

The public sector Equality Duty is made up of a General Equality Duty which is supported by specific duties. The 'Public Sector Equality Duty' is the formal title of the legislation, the 'General Equality Duty' is the overarching requirement or substance of the duty, and the 'specific duties' are intended to help performance on the General Equality Duty

The General Equality Duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.

Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The protected characteristics are; Age, Disability, Gender Reassignment, Marriage and Civil partnership, Pregnancy and Maternity, Race, Religion and philosophical belief, Gender, and Sexual Orientation

These are often referred to as the three aims (or arms) of the General Equality Duty.
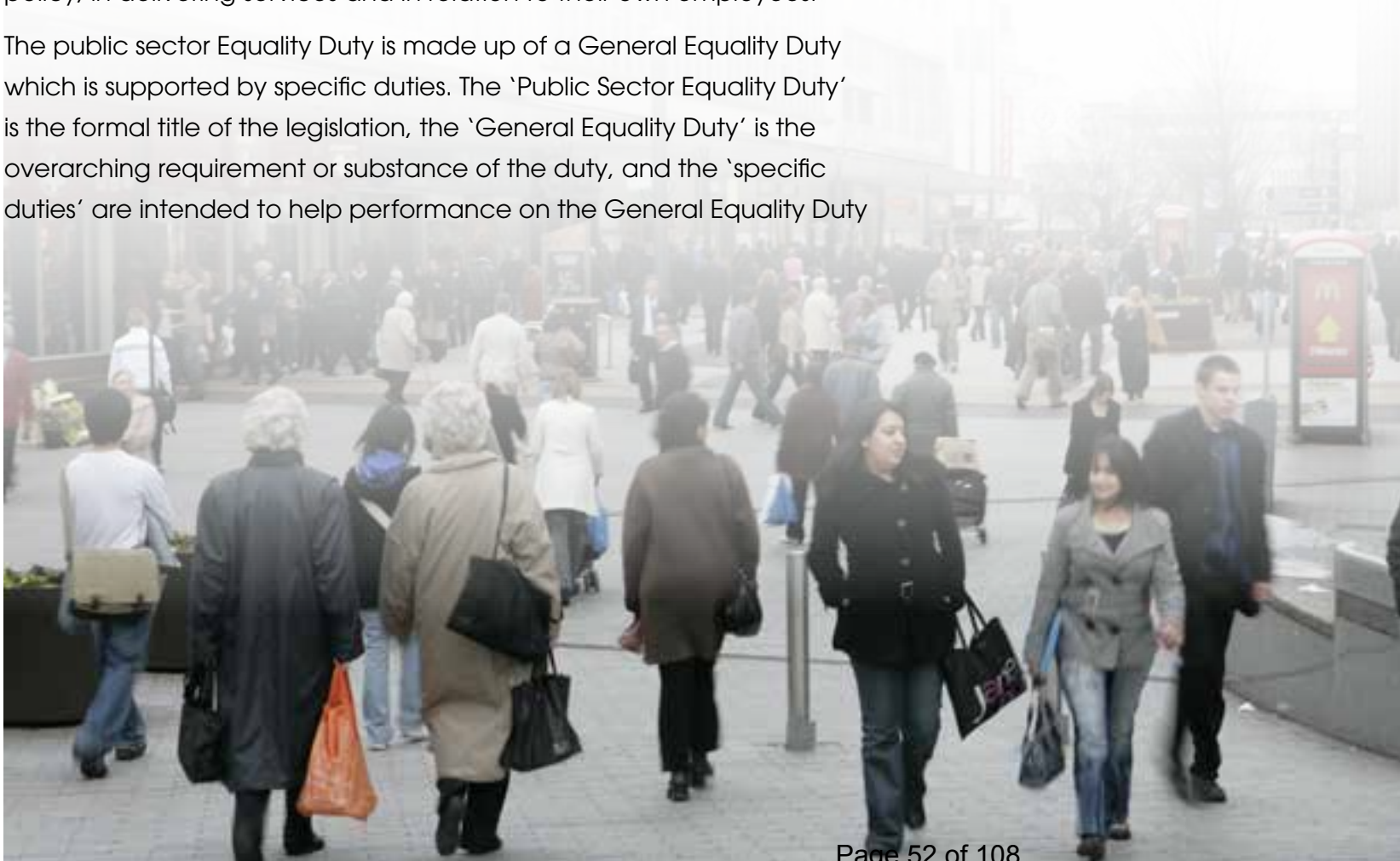
Our approach to Diversity, Inclusion, Cohesion and Equality

Specific duties

The Equality Act 2010, Specific Duties Regulations 2011 came into force on 10th September 2011. The Specific Duties help public bodies perform the Equality Duty better by requiring them to be transparent about how they are responding to the Equality duty, by publishing relevant, proportionate information showing compliance with the Equality Duty and to set equality objectives.

The purpose of this report is to further assist the West Midlands Fire and Rescue Authority in meeting our specific duties by outlining our progress against previously set objectives and outlining future key Equality Objectives which are aligned to the work 'The Plan' and have been developed to assist WMFS in its journey towards excellence

These duties and objectives are supported by the organisation policies;

▶ Code of Conduct

▶ Dignity at work

▶ Pregnancy, Maternity, Paternity, Adoption & Shared Parental Provisions, Leave & Pay Policy

▶ And the Positive Action strategy

This part of the report reviews WMFS progress against the Equality Objectives we set for 2012-2015. Here you will find a sample of the diverse range of work WMFS carries out as well as detailed equality data on our work force, these case studies represent only a small fraction of the work WMFS carries out towards our key principles of "improving lives to save lives "and making West Midlands safer

This report also represents a transition from the previous Equality Framework for Fire and Rescue Services (2012) to the current revised framework. Under the previous framework WMFS was awarded the 'Achieving ' level of the Equality Standard, A key part of the journey towards achieving 'Excellent' Standard is the transition to the new framework. This is reflected in our objectives.

The report of progress you see illustrated in the following pages is based on our Equality Objectives 2012 which are aligned to the 2012 Equality Framework.

Service Delivery and Engagement

WMFS is constantly seeking to improve services and key to this improvement is engagement with the communities we serve. A vast array of engagement activities take place at our stations every year from station open days which bring education, information and fun to our communities to more specific engagement targeted at groups who are particularly at risk or vulnerable.

Here you will find a small sample of our activities from across the whole of our service delivery area and some specific examples from each of our 5 Command Areas of Birmingham North, Birmingham South, Black Country North, Black Country South and Coventry and Solihull.

Command Area Case Studies

Birmingham

Aurora Youth Development Project

This is a programme for young people who have experienced the Criminal Justice Scheme and is focused on enhancing the young person's self-esteem, self-confidence and employability by encouraging self-belief and personal insight into their behaviour, plus learning how to work as part of a team.

The Programme covers a period of 10 – 12 months for young people aged 13 – 17 years and who are involved in the criminal justice system. The programme consists of three courses of four days duration where young people are referred from a variety of Agencies which can include the Youth Offending Scheme, Behavioural Support Services, Schools, Registered Social Landlords and West Midlands Police.

On successful completion of the first course each young person is assigned a personal mentor who will work with them on a regular basis for the duration of their involvement. To progress through the programme the young person must show improvements in behaviour, attitude and reduced offending. Classroom sessions are discussion based around the consequences of their actions; they are kept short with a number of practical exercises throughout the day. To reach the final stage the young person has to demonstrate that they have ceased all offending. The programme is funded by the Birmingham Community Safety Partnership and following external review has been confirmed as achieving all of its stated objectives and outcomes.

Ladywood fire station

As part of a multi-agency meeting, Crew Commander Danby planned an initiative to reach out and engage with young and old in Ladywood. This was to involve and empower different groups and charities in Ladywood:

- Reaching out and being inclusive of our younger and older members to support cohesion
- Working together for the same goals of making our community safer in Ladywood.
- Health and wellbeing

Ladywood fire crews brought in The Princes Trust youth intervention program, led by local Police. The group engages with young adults who are known to the Police. This group of 16 young adults aging from 16 to 19 and from all walks of life undertake a program of team building, motivation and cohesion to plan, design and complete a project within their community.

An initiative was planned to build an inner-city growing space at Ladywood Fire Station, to enable positive targeted engagement with our local young people along with the involvement of local community groups and residents and other partner agencies.

Crew Commander Danby used their local links with Birmingham Botanical Gardens, this enabled access to their Community Projects Inner City Growing Coordinator, as a team they gained their support with expert knowledge to produce a structure of planting and all year involvement

The project encompassed and embraced diversity and produced a more understanding group of people. There has now been over 12 months of community involvement and still has local residents using the growing space to produce vegetables and flowers.

This proactive involvement has seen the Police report a 45% reduction in Anti-Social Behaviour in the same time frame.

Black Country North

Reducing Risk - Educational group: Special Needs and Learning Difficulties

A weekly course with the aim of improving positive engagement with community members who have experienced learning difficulties and/or special educational requirements.

There are many vulnerable community members who are designated as high risk to the Fire Service as an organisation. Whether it be linked to the risk of arson or accidental fires, by building strong relationships with these individuals and educating them about the risks of fire, both to themselves and to others, the risk can be significantly reduced. This is evidenced by a reduction in the number of incidents attended relating to vulnerable people. Not only can education on fire safety be provided but it can be associated with the opportunity for individuals to improve their core skills such as literacy and numeracy. The course work is designed to ensure full participation and engagement by targeted clients where skills such as team building and leadership skills are encouraged. The Fire Service are working towards developing nationally recognised qualifications as part of this work and to run CV writing workshops with a view to helping people gain work placements and ultimately employment.

Tipton's Station
Open Day -
Sunday 4th August 2013

The event was a huge success, with support from local charitable and public service organisations and traders. The Fire Service offered many fun activities including a bouncy castle, zorbing balls, face painting, live jazz music, Zumba, road traffic collision and chip pan fire demonstrations, food, drinks and much more.

Officers were also on hand to offer fire safety advice and provided plenty of safety leaflets for people to take away and share with relatives, friends and neighbours designed to help keep them safe. Colleagues from the Police and Ambulance services were also in attendance to offer support and guidance to the local community.

Around 400 people visited the event and raised over £700 for various charities. Some of the money will be going directly back into the local community. We'd like to thank the Mayor of Sandwell, Councillor Mrs Linda Horton and fellow Councillors for attending and the local community for showing such great support and we look forward to making next year's event even bigger and better!

Coventry and Solihull

One Body One Life (OBOL)

The One Body One Life programme was awarded the highly coveted Inspire Award by The London Organising Committee of the Olympic and Paralympic Games (LoCOG) for its creative and ground breaking work with children and their families, designed to encourage them to lead healthier lifestyles. The Award recognises innovative and most importantly sustainable improvements, which was the overriding aim of the Olympic Legacy Award. The Award was presented in 2012 by the world famous Olympic athlete David Moorcroft OBE and the Chief Executive of LoCOG.

OBOL is a Coventry City Council community based weight management programme for families and individuals who want to lead a healthier lifestyle. It is an 8 – 10 week programme delivered across Coventry aimed at helping people to make real and sustainable changes to their lives by looking at their eating and exercise habits. Run by qualified coaches, weekly sessions include a fun and interactive exercise session, healthy eating sessions which include healthy eating tips and demonstrations.

Hosted on local Community Fire Stations

Also included are regular health checks so that participants can see at firsthand the changes the programme is making, all of which is underpinned by motivational coaching which help people make achievable changes in their eating and exercise habits. Many of the sessions are hosted on fire station premises, with fire fighters engaging in the programme to deliver the interactive exercise session based on their operational activity. The 'on station' sessions also provide the opportunity for WMFS to give advice and support to reduce the risk of accidental fires in the home. This partnership arrangement gives mutual benefit as it provides free accommodation for the OBOL team and opportunities for WMFS to deliver their home fire safety messages.

Organisational Case Studies
Community members

Launched in 2014 our community members scheme allows members of our communities to get involved in a wide variety of ways to help support and shape the services that WMFS provide. By 2015 the scheme had over 1000 members of the community signed up and continues to grow. We have set robust targets for this scheme in the DICE objects found in this report and more details on how you can get involved can be found at the back of these report.

▶ LINK TO **COMMUNITY MEMBER'S** VIDEO

Vulnerable Persons officers

WMFS have seen an increased number of employees becoming Vulnerable Person Officer's (VPO's) since 2011.The role of the VPO's is to provide specialist support for fire crews when dealing with individuals with complex multiple risk factors requiring more in depth support to keep them safe. VPO's receive more specialist training in drug and alcohol awareness, disability and dementia awareness and supporting those with sensory impairments. The number of VPO's within the brigade is approximately 120. There is a wide diverse spread across the brigade to cater for the multicultural community.

The VPO's receive training and are kept up to date on the changing environment. Best practise is constantly communicated to each of the VPO's from the different command groups. The VPO's are a key element in keeping the communities of the West Midlands 'Safe and Well' and support the WMFS view of fire risk as a health asset and to our commitment to mitigate health inequalities and the Marmot Principles.

The NHS, public health and social care are facing tough challenges with demand for their services outstripping resource and capacity to respond. However, they recognise the success the Fire and Rescue Services have had in reducing demand through investment in prevention activity, and are now looking to colleagues in the fire sector to help them replicate this.

We know that a great many of the causes of poor health outcomes are the same as those that determine risk from fire. Frailty, poor mental health, obesity, smoking, alcohol and substance abuse – amongst other things – place major stress on health services and represent some of the key factors involved in fatal fires. WMFS sees this as a fantastic opportunity to work together for mutual benefit of the communities of the West Midlands.

Specialist Deaf team

We have a team of specially trained staff who help keep the deaf community safe. In the last 4 years they have carried out over 450 home visits to members of the deaf community and attended 4 Deaf events. The team are trained in British Sign language (BSL)with one team member at BSL level 6, four members at BSL level 2 and three at BSL level 1. Four more members of staff are currently in training.

School Program

WMFS are still actively working with schools in the West Midlands to educate the children and young people with a range of safety issues including:

▶ Fire safety through Spark Packs

▶ Road Reduction

▶ Personal Safety through 'Your Choice- Your safety' activity.

The Spark Packs have advanced in their development within the last 2 years and is currently now electronically where the children are able to work together as a class and use the touch screen to problem solve and enjoy the educational input from the fire crews.

We also engage with young people in a wide variety of station based projects, increasing awareness of risks for young people but also helping them become more aware of health issues like diet and exercise.

Road Casualty Reduction Team:
Engage Youth Empowerment Services Event (EYES)

West Midlands Fire Service Road Casualty Reduction Team (RCRT) actively engaged with over 300 members of our community at two youth engagement events held at Heath Town Park and Pendeford Park, Wolverhampton.

The RCRT had a MG 6 GT sports car on display at each event. Young drivers and passengers asked a variety of questions with regards to speed and in-car safety.

RCRT discussed the dangers associated with speeding and non-seatbelt wearing, and were able to highlight other issues such as tiredness, driver distractions and drink and drug driving.

The MG being the main attraction at the event allowed the RCRT to provide vital road safety information to the highest 'at risk' group of being killed or seriously injured in road traffic collisions.

Sharing Best Practice

Accessing and Supporting those Diagnosed with and Living with Dementia.

Work is undertaken to develop our partnership engagement to target people within our communities who are diagnosed with and live with dementia. Clive Robinson, Community Risk Reduction Officer undertook specific training and became our first Dementia Champion. WMFS was the first Fire and Rescue Service to gain 'Marmot Status' for recognition of its work to reduce health and social inequalities and its embedding of the Marmot principles in the delivery of its prevention work. WMFS is also one of the leading services working with the Chief Fire Officers Association in its work on 'Fire as a Health Asset'

Work included:

▸ A prescription for a home safety check upon diagnosis of the condition from Health and Social Care partners

▸ The Command becoming Dementia Friendly through the delivery of Dementia Friends sessions at Coventry, Foleshill, Canley and Binley to raise awareness of the condition. The sessions were open to partners and community, with many attending.

▸ A joint presentation at a Dementia Conference with Birmingham Command in May 2014 provided information to community and professionals about WMFS' journey to becoming Dementia friendly and why dementia increases risk and vulnerability to fire.

▸ Home Fire Safety advice and information on the Coventry and Warwickshire Living Well with Dementia Website which this has involved a collaborative approach with Warwickshire Fire & Rescue Service

▸ Engagement and active participation at our Local Dementia Action Alliances and the Birmingham & Solihull Dementia Partnership Forum

▸ Each station in the Coventry and Solihull area now has Dementia champions to increase awareness for our crews.

Sutton Coldfield Station

Following an altercation with local youths whilst attending an incident in Sutton Town Centre, Crew Commander Cox approached his Watch about carrying out some activities to interact with the age and demographic they faced difficulties with.

Crew Commander Cox identified what resources would be required and which local groups he would need to forge new partnerships with, to ensure the success of the project.

The support at Brigade level was unanimous, which led him to invite outside bodies into Sutton fire station to provide a presentation, of what he was about to start. He wanted them to start gauging their thoughts and encouraging their support in believing this would be advantageous to all.

These parties were West Midlands Police, the Casualty reduction team, the arson task force, all local secondary schools, local Youth inclusion groups and Sutton Municipal Charities. Such was the success of the delivery that all in attendance signed up and he gained full independent sponsorship for the first 5 courses.

This led to the start of the Sutton Youth Project, which takes young people from vulnerable backgrounds, (young offenders, victims of crime and physically disabled, special needs) and places them on a course with main stream children. The course mirrors that of the initial Fire Fighters training, with elements of citizenship.

The local press, who advertised the course, took referrals and attended secondary schools to promote the course. Also to address any concerns or questions potential candidates may have.

When the young people started the course, the fire crews spoke to the group, outlining the expectations of them whilst participating in the course. The fire crews wanted to promote community cohesion and provide positive role models, however due to its success it has since gone on to encompassed educational elements, life skills, charity work and experience attributable to employment. All these elements are supported and delivery of educational sessions, such as the Heart Start which are carried out by our supportive course partners, West Midlands Ambulance Service for example.

A Pass out Parade was organised on completion of the course and all of the supporting partners attended. They gave their support to all the young people who had completed the course and received their certification. All schools had attended; West Midlands Police were also in attendance, as were Brigade senior officers, the press and Andrew Mitchell the local MP.

The course has been such an outstanding success that it has been recognised at Aspire level within the Brigade. Externally we have won an award from The Princes Trust and David Cameron's Big Society Award for which we are immensely proud.

Youth Emergency Services (YES)
Collaboration in partnership with
The Future Melting Pot (TFMP).

The Future Melting Pot is working in partnership with WMFS to deliver a youth engagement platform for emergency services. TFMP established an executive board and engaged the wider emergency services to this agenda. This project facilitated a multiservice interoperability across the different segments of these organisations that aim to engage, prevent and protect our youth from risk. This is done through enabling and empowering young people giving them a voice to express their concerns to senior managers in the emergency services.

YES works to represent the diverse communities of young people across the West Midlands, providing them with a platform to improve quality and frequency of consultation with WMFS. As a part of the community membership scheme, YES will aim to improve the awareness of the work that WMFS delivers to its communities and increase the public value of how WMFS engages with local communities and organisations. Furthermore by allowing young people to have a voice in shaping emergency service policy, YES will help increase the contribution WMFS receives from its diverse communities in shaping some of the organisation's key policies.

Leadership and Inclusion

Attributes of leadership can be displayed at all levels; each and every person within the service is encouraged to promote DICE within the service. An individual's commitment to DICE is assessed as part of a behavioural framework used in all promotion/selection processes.

Strategic Enabling Team (SET)

A key part of West Midland Fire Service's vision for leadership and inclusion has been the creation of a diverse strategic management team in the form of the Strategic Enabling Team (SET). As part of a commitment to Equality and Diversity at the very highest level of management within WMFS the previous corporate board structure was replaced with a much broader Strategic Enabling Team as the key decision makers within the organisation. This increased the number and diversity of the Strategic managers within SET. This allows for a much greater diversity among those making the key decisions which affect the organisation with SET comprising of around 21% female members, 14% BME and 14% that have declared a disability demonstrating its diversity.

Race Equality Forum

In 2014 the first Race Equality forum was launched with the opening event attracting over 100 participants who were able to have open and honest discussions around issues of Race for employees and in service delivery. Members of SET attended allowing for employees to speak directly to strategic managers. Since the initial event four other smaller more focused events have been held continuing the engagement with BME staff with a structured plan for the forum to create positive change within the organisation.

Within this plan WMFS and the Race Equality Forum have made a commitment to work together on issues of:

▶ Empowering through networking, shadowing and coaching

▶ Progression

▶ Addressing representation of BME at different levels of management

Many members of staff including those in leadership positions and members of the Race Equality forum also helped create a video celebrating Black History month and the role models who inspired them.

(▶) LINK TO **BLACK HISTORY MONTH** VIDEO

Affinity

The internal women's network group changed its name from 'We are Women @ West Midlands Fire service' to 'Affinity' to represent a more inclusive approach. Supported by members of SET the group has had a very positive impact on the organisation not only organising various development and social events but also impacting on policy via research into the experiences of members of staff who have been on maternity leave.

As a group 'Affinity' has influenced and provided improvements in the following areas.

▸ Reaching For The Stars Programme

▸ Leading Excellence

▸ Maternity Policy including new maternity uniform trials

▸ Individual progression and development

▸ Provided confidence and support network opportunities

▸ Networking Women Fire Service Weekend Funding

▸ Supported and raised awareness of International Women's Day

▸ Understanding different issues across the Organisation

▸ Modesty Packs

▸ Facilities Review

Dignity for All

The Dignity for All Project is a fantastic example of some of the work that has been commissioned across all 38 Stations within the organisation. The aims of the project were to;

Provide a multi-purpose Dignity room on every station for use by **ALL**. A private space for purposes such as women returning to work following maternity leave- who wish to carry on expressing milk, for prayer, for any one with medical needs or simply to have some quiet time. All dignity rooms have been refurbished/ built to ensure high levels of individual privacy- including indicator locks and blinds.

We have also provided a separate Male and Female Locker room on every station to provide all employees with a space for personal effects and privacy.

As part of the ongoing improvements to station facilities – we are also raising the specification for ablution refurbishments. Ensuring that all forthcoming refurbishments consider the privacy level for individuals, providing separate changing cubicles and lobby entrances where possible. This creates a more inclusive environment for all our employees helping to embed a culture where staff feel respected and relaxed in the workplace.

There have been many consultations between the surveyors, and Station Commanders, including some Station Management attendances. There has also been a considerable amount of consultation between the Unions and ourselves, to try and achieve the best possible solution for providing these facilities on every station within the constraints of an existing building.

We have also had some liaison with our Occupational Health team, to ensure the referral process is in place for employees who may require refrigerated facilities within the Dignity Room for storage of breast milk, or medical supplies.

35 of the 38 stations have been completed to date- with the final remaining sites planned for completion before the end of 2015.

All of the proposals have been made in support of increasing and improving facilities on stations for existing employees.

We have also undertaken a full review of all our community fire stations to ensure that they are able to facilitate the use of our community rooms on station and plan suitable facilities improvements in the future. This allows us to engage fully with our communities in a wide range of activities and make our Fire stations truly part of the communities they serve.

WMFS is working towards creating a culture that embraces the principles of equality and diversity through practicing inclusion and cohesion. A key element of this was confirming the permanent move of the former Equality & Diversity team from a narrow Human Resources function to a much broader internal and external remit reflected in the change of the team to the Diversity Inclusion Cohesion and Equality team within the Operations directorate. This is alongside the role of the Strategic Enabler for DICE at the heart of all strategic and operational decision making within SET.

The change reflects the role of the DICE team evolving from a traditional equality role focusing on to a much greater internal and external focus in enabling all areas of the organisation to embed DICE considerations, including community involvement, in all that the service does such as its work with Corporate Communications, Service Delivery in command areas and social/ health inequalities.

The role of the DICE function is to provide strategic direction and support in enabling leaders, managers and employees to deliver the outcomes of The Plan.

The Team delivers leadership support and strategic influence through technical advice, collaboration work, projects, educational campaigns, improve employee and community relations and activities to profile and embed our commitment to DICE into our ways of working the function delivers this through examples illustrated throughout this document.

i. As a change agent to deliver leadership and transformation towards a positive organisational culture. For example, through employee engagement including projects, initiatives, educational campaigns, communication and engagement.

ii.   As Strategic, technical and specialist advice to the leaders of the organisation on equality and diversity strategies. Supporting the communication and understanding of sensitive and complex issues. In doing so, establishing an organisational profile of DICE work that impacts our internal culture, alongside demonstrating our commitment to communities and partners through our service delivery.

iii. To co-ordinate and work in collaboration with other functional leads and managers to further embed and deliver on our performance around DICE. For example, equality and positive action in recruitment and progression and better community relations and communication.

iv. To lead and manage the planning, administering and delivery of DICE work and support the Governance of monitoring, review and evaluation through reporting regular progress to the Authorities Scrutiny Panel, and proposing remedial action where required.

v. To empower and engage employees and build capacity in individuals and groups to understand and deliver skills required in promoting and embedding DICE. Developing a sophisticated understanding of managers and employees to consider the sensitivities and needs of the different communities or groups at work or within the community. Such as communication, cultural differences, designing relevant interventions and engagement

vi. To support cohesion between different groups internally and externally through networking, developing capacity and promoting integration to build sustainable community relations and to meet our Specific Duties under the Equality Act (2010). In doing so representing the Service to our external partners, stakeholders and communities at a local, regional and national level.

vii. To provide Advice and assist officers in considering equality impact in decision making, such as developing policies through the Equality Impact Assessment framework and promote best practice within DICE work.

viii.To enable the organisation to respond to its statutory requirements under the Equality Act 2010: in all practices, criterion and provisions of goods and services and employment.

Employment and Training

We are consistently working towards taking an inclusive and considerate approach to ensure that all of our employees are treated with dignity and respect and that they have equality of opportunity at work. We are proactively ensuring our employees have a comprehensive understanding of the communities that they serve.

WMFS People Support has delivered a range of Learning and Development programs to foster a skilled and motivated workforce, including an Effective Manager program using blended learning to cater for a range of learning styles and a Personal effectiveness series (insert a logo from this?) These programs have been developed to engage the staff from groups who don't normally engage with learning and development.

WMFS has also a dedicated positive action officer to lead on and development short, medium and long term initiatives to help ensure WMFS is reflective of the communities we serve. This officer is supported by 15 volunteer positive action advisors from across WMFS.

Seeking innovation and value for money WMFS has developed a Distributed Training Model which supports a wide range of learning styles and needs among our employees allowing everyone to learn in a way best suited to them. This is supported by a dedicated E Learning team developing new resources and supporting employees with specific Dyslexia support software where needed.

Positive Action DICE team
Unusual Suspects Dyslexia Awareness Campaign

To raise awareness of dyslexia within WMFS and encourage people to come forward and seek support, six members of uniformed staff were interviewed on video talking about what it is to be dyslexic and how it affects them at home and in the work place. The volunteers ranged from Fire fighter to station commander and included a fire inspection officer and members of the operations training team who most people would not expect to be dyslexic , they were not the 'Usual suspects' . The personal and moving accounts from the individuals had a big impact both internally, encouraging people to talk openly about being dyslexic and externally attracting considerable media attention, including ITV central news and BBC local radio. It was also recognised and listed as good practice by the Department of Work and pensions (DWP) and highlighted in their Accessible Britain campaign. Several Dyslexic charities including the British Dyslexia Association praised the video for its impact and the project was shortlisted for two national and one regional awards.

https://www.youtube.com/watch?v=k93ovK6LFLw

Buddy Scheme, Reaching for the stars.

WMFS recognises that one of the key elements to an engaged workforce and developing a learning culture within the organisation is access to coaching and mentoring, especially for underrepresented groups within the workforce. To that end the DICE team have developed two programs specifically targeted at underrepresented groups but open to all employees to take a fully inclusive approach. Details of our workforce profiles can be found later in this document.

Reaching for the Stars Personal Development course

A 5 week course, open to all staff, this course focuses on personal development and reflection allowing individuals to identify the barriers at work or in their personal life that are holding them back from excelling. Nearly one hundred employees have attended the course from a very diverse range of backgrounds. Feedback has been overwhelmingly positive with many of the attendees going to on to seek other development opportunities, promotions and many becoming buddies for others in the organisation, helping to build a cohesive and engaged workforce

'Buddy Scheme'

As part of a wider organisational commitment to be a 'Learning Organisation' the Buddy scheme was created by the DICE team to ensure that all members of the organisation no matter what their role, grade or background, had access to an experienced member of staff who could act as a 'Buddy'/ mentor to them. The scheme now has around 40 'Buddys' who have volunteered their time and experience to help others within the organisation develop. The 'Buddys' represent a diverse range of backgrounds, roles and skills from cleaners to strategic managers all bring different skills and experiences to the scheme so there is a 'Buddy' to suit everyone no matter what they need.

Reaching for the Stars
A **Self Awareness** and **Personal Development** Course

Workforce profile

Total Number of Employees

2080

Uniform staff

1559

75%

Support staff

459

22%

Fire Control

62,

3%

August 2015
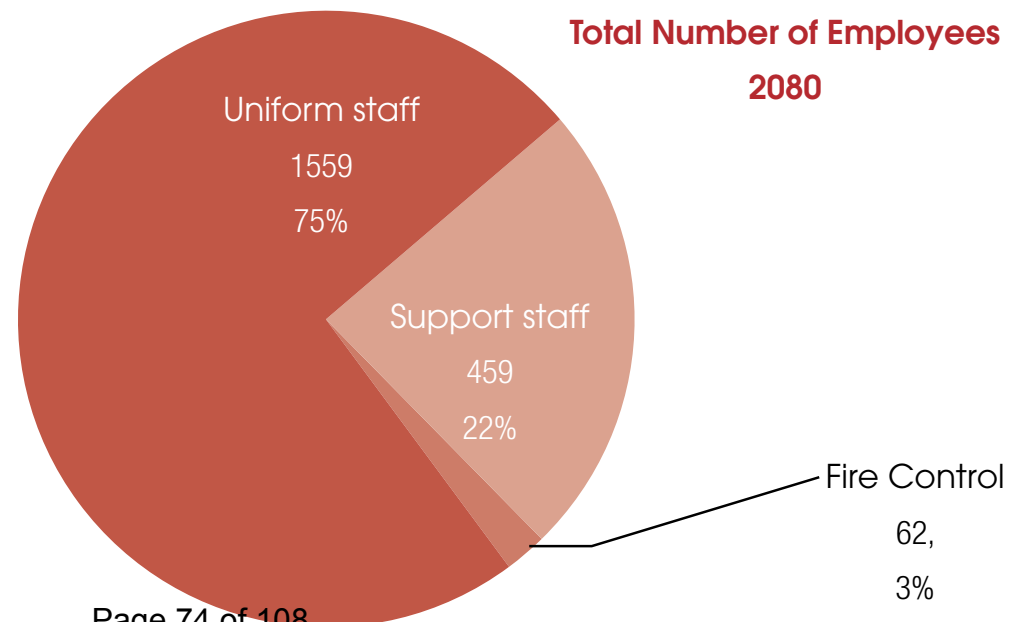
Gender profile

	TOTAL	Male	Female
All staff	**2080**	1694	386
		81.4%	18.6%
Uniform staff	**1559**	1480	79
		94.9%	5.1%
Support staff	**457**	208	249
		45.5%	54.5%
Fire Control	**64**	6	58
		9.4%	90.6%

▶ Affinity women's network

▶ Dignity rooms on stations as part of dignity for all project

▶ Research into maternity experience for female employees

Performance and Achievements.
Report on 2012-2015 objectives

Race profile

▸ Creation of Race Equality Forum

▸ Targeted development for underrepresented groups

⏵ LINK TO **BLACK HISTORY MONTH** VIDEO

	TOTAL	Not Stated	Other	Black	Asian	Mixed	White Other	White Irish	White Britsh
All staff	**2080**	24	18	85	58	47	62	16	1770
		1.2%	0.9%	4.1%	2.8%	2.3%	3.0%	0.8%	85.1%
Uniform staff	**1559**	13	14	59	17	39	52	11	1354
		0.8%	0.9%	3.8%	1.1%	2.5%	3.3%	0.7%	86.9%
Support staff	**457**	9	4	25	41	8	10	4	356
		2.0%	0.9%	5.5%	9.0%	1.8%	2.2%	0.9%	77.9%
Fire Control	**64**	2		1				1	60
		3.1%	0.0%	1.6%	0.0%	0.0%	0.0%	1.6%	93.8%
Community Profile Data WM area			1.6%	6%	18.9%	3.4%	4.1%	1.6%	

Age profile

- Dementia Awareness
- Safe and Well checks
- Vulnerable People Officers

	TOTAL	66+	56-65	46-55	36-45	25-35	17-24
All staff	**2080**	15	99	671	731	533	31
		0.7%	4.8%	32.3%	35.1%	25.6%	1.5%
Uniform staff	**1559**	1	15	476	599	451	17
		0.1%	1.0%	30.5%	38.4%	28.9%	1.1%
Support staff	**457**	14	83	166	111	69	14
		3.1%	18.2%	36.3%	24.3%	15.1%	3.1%
Fire Control	**64**	6	1	29	21	13	
		0.0%	1.6%	45.3%	32.8%	20.3%	0.0%

Notes:

Fire Control staff in Uniformed posts are recorded as Fire Control, so the numbers of female uniformed staff are accurate. (N=6)

Uniformed staff in Non-Uniformed posts are recorded as Non-Uniformed. (N=3)

Disability profile

	TOTAL	Not stated	Prefer not to state	Not disabled	Disabled
All staff	**2080**	376	103	1533	68
		18.1%	5%	73.7%	3.3%
Uniform staff	**1559**	301	89	1134	35
		19.3%	5.7%	72.7%	2.2%
Support staff	**457**	66	13	346	32
		14.4%	2.8%	75.7%	7%
Fire Control	**64**	9	1	53	1
		14.1%	1.6%	82.8%	1.8%

▶ Dyslexia awareness campaign

▶ Campaigns to encourage staff to disclose disabilities

▶ Specific workshops for managers on managing staff with disabilities

▶ Dementia Awareness

▶ Dedicated Deaf team

▶ 3 Special Educational Needs (SEN) Young Firefighters Associations (YFA)

Around 10% of West Midlands population have a disability which has a severe effect on their everyday life with an additional 10% having a disability which has a lesser impact on everyday life.

Sexual Orientation profile

▸ WMFS continues to support and attend Birmingham Pride each year

▸ Support other agencies LGBT forums while developing our own

▸ Raises awareness of LGBT issues via training and DICE champions

	TOTAL	Not Stated	Prefer not to state	Heterosexual	Gay/ Lesbian	Bisexual
All staff	**2080**	915	212	922	18	13
		44.0%	10.2%	44.3%	0.9%	0.6%
Uniform staff	**1559**	702	169	659	16	13
		45.0%	10.8%	42.3%	1.0%	0.8%
Support staff	**457**	194	38	224	1	
		42.5%	8.3%	49.0%	0.2%	0.0%
Fire Control	**64**	19	5	39	1	
		29.7%	7.8%	60.9%	1.6%	0.0%

Religion and Belief profile

- ▸ Creation of dignity rooms on all stations allowing a space for quiet reflection
- ▸ Use of West Midlands Chaplaincy service on many of our stations
- ▸ Ongoing work with a variety of faith organisations

	TOTAL	Not stated	Prefer not to state	Other	None	Pagan	Scient-ologist	Humanist	Sikh	Muslim	Jewish	Hindu	Buddhist	Christian
All staff	**2080**	867	181	58	297	8	1	2	18	18		12	2	616
		41.7%	8.7%	2.8%	14.3%	0.4%	0.0%	0.1%	0.9%	0.9%	0.0%	0.6%	0.1%	29.6%
Uniform staff	**1559**	686	145	47	213	7	1	2	6	9		3	1	439
		44.0%	9.3%	3.0%	13.7%	0.4%	0.1%	0.1%	0.4%	0.6%	0.0%	0.2%	0.1%	28.2%
Support staff	**457**	161	32	10	67	1			12	9		9	1	155
		35.2%	7.0%	2.2%	14.7%	0.2%	0.0%	0.0%	2.6%	2.0%	0.0%	2.0%	0.2%	33.9%
Fire Control	**64**	20	4	1	17									22
		31.3%	6.3%	1.6%	26.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	34.4%
Community Profile Data WM area		6.4%		0.6%	20.2%	>0.1%	>0.1%	>0.1%	4.3%	12%	0.1%	2.2%	0.3%	53.7%

This section details West Midlands Fire Services Equality Objectives for 2016-2019. They have been created following a through analysis of the organisations activities, our legal duties under the Equality Act 2010, discussion with internal stakeholders, and alignment with the Equality Framework for Fire and Rescue sector 'Excellence' standard. The DICE team will report back on the progress of these objectives yearly and produce a full review in 2019.

2016-2019 DICE Objectives

These Objectives have been developed by consultation with departments, research into current influences and reference to internal intelligence. They have been developed in accordance to the Equality and Human Rights Commission guidance document 'Objectives and the equality duty; a guide for public authorities'

The table below outlines objectives split into aspirational or stretch objectives and foundation or baseline objectives followed by how the objectives impact on the 9 Protected Characteristics.

The table outlines which area of the excellence framework the objectives impact on so that 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 which were identified by the Strategic enabler for DICE in the scrutiny report 1st September 2014. The main areas of development identified were around the areas of 'Knowing your communities" and "Involving your communities" and you will see this reflected in the focus of many of the objectives.

2016-2019 DICE Objectives

Aspirational Objectives

These objectives are more Aspirational objectives designed to stretch the organisation and demonstrate our commitment to developing organisational culture and creating long term sustainable change.

DICE Objective	Area of Equality framework for Fire and Rescue services
We will deliver improved engagement and support for those groups identified as being at higher risk from health inequalities, fire or enforcement action	Knowing our Communities Involving our Communities Responsive and accessible service
We will promote positive action initiatives to specifically engage with employees from under-represented groups to engage with organisational development as well as their own development	Building a Skilled and Committed Workforce
In a climate of austerity, we will take a long term approach to recruiting a diverse workforce. Positively influencing the perceptions of people from under-represented groups and enabling their engagement with the service	Building a Skilled and Committed Workforce
▶ We will continue to provide ongoing learning and development programmes open to all employees but specifically target under-represented groups and continue to create an inclusive and diverse workforce which reflects the communities we serve. ▶ We will specifically prioritise: ▶ Progression of uniformed women to supervisory roles ▶ Progression of uniformed Black and Minority Ethnic (BME) to supervisory, middle and strategic manager roles ▶ Progression of non-uniformed BME and women to supervisory, middle and strategic manager roles ▶ Improved declaration of all equality monitoring and understanding the diversity within these ▶ Representation of employee with disabilities in all levels of management	Knowing our Communities
To take a strategic approach to monitoring /gathering information about the communities we serve to support wider organisational learning and sharing best practice to include all service support functions of ICT, Finance, Procurement, People Support Services communications, data management and administration so that we can meet the differing needs of our diverse communities	Knowing your community
We will engage with 600 schools each year with our 'Schools Safety Quiz' which promotes a positive attitude to safety among young people and to promote FRS careers among young people from under represented groups	Involving our Communities Building a Skilled and Committed Workforce

2016-2019 DICE Objectives

Core Objectives

These are Smart objectives that are fully achievable and will provide steady and measurable progress against Equality objectives over the next four years.

They will allow the organisation to demonstrate internally and externally that we are progressing and will serve as a tangible commitment to furthering Equality (DICE) Outcomes.

Equality Objective	Area of Equality Framework for Fire and Rescue Services
Reenergize our Core Values supported by engagement from Stakeholder groups and increased awareness of DICE issues, including the use of the DICE champions and a disability awareness campaign to help increase the percentage of employees who declare disability status and improved understanding of practicing inclusion and cohesion	Leadership, Partnership and Organisational Commitment
Expand Community Members scheme to reach 5,000 members by 2018. Membership will reflect the makeup of the communities we serve (target set in consultation with corporate Comms based on current trends and with the caveat that quality of engagement not total numbers are important)	Involving our Communities
Living the Values E learning for all staff • Target 100% of staff having completed the training within 2 years Deliver a range of learning and development opportunities for all employees to enhance understanding of DICE considerations through collaborative working with employee forums.	Building a Skilled and Committed Workforce
Build and sustain our employee engagement groups Affinity and Race Equality Forum. Create and foster new employee groups for Disability, Faith, and LGBT	Building a Skilled and Committed Workforce Leadership, Partnership and Organisational Commitment
New External web site with greater accessibility and interactivity designed with consultation and feedback from community members, site live by end of 2016 • Involvement of community members in the design of safety campaigns (ongoing)	Involving our Communities Responsive and accessible service
We will develop a sophisticated demographic 3 year profile of our workforce Using our demographic profile, we will develop an annual positive action plan to implement and evaluate activities and create an evidence based approach to delivering outcomes.	Building a Skilled and Committed Workforce
Understanding the age profile of our workforce, we will develop and target our wellbeing initiatives to mitigate the potential impact of an ageing workforce	Building a Skilled and Committed Workforce
We will build a successful DICE Advocate team that engages with our communities to establish sustainable and productive engagement and a longer term external positive action approach	Knowing our Communities Involving our Communities
We will conduct 100,000 specific needs based targeted 'Safe and Well' visits to our most vulnerable in the community over the next four years.	Responsive and accessible service Knowing our Communities
In support of our Vulnerable People officers and 'Safe and Well visits' the specialist deaf team will carry out 180 visits to homes among the deaf community over the next four years	Responsive and accessible service Knowing our Communities

Further Information

We hope that through this report you have received an overview of how we are working towards achieving excellence in Equality and Diversity and how WMFS fulfils its General and Specific Duties under the Equality Act 2010

We welcome feedback from all stakeholders and members of the public which we hope to consider when reviewing our objectives and in publishing further equality data in the future.

If you wish to obtain any further Information with regard to our Diversity, Inclusion, Cohesion and Equality work, please contact a member of the Diversity, Inclusion, Cohesion and Equality (DICE) team by:

Telephone: **0121 380 6214 / 6239**

Email: dice@wmfs.net

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For more information about Home Safety Checks contact

0800 389 5525

For more information:

E-mail:

communitymembership@wmfs.net

Telephone:

0121 380 7322

Website: **www.wmfs.net**

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WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

16 NOVEMEBER 2015

1. **AN ANALYSIS OF PROGRESS OF QUARTERLY PERFORMANCE AGAINST 'THE PLAN' – QUARTER TWO 2015/2016**

    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 2015/2016 (Appendix 1).

1.2 THAT the Committee note the progress made in delivering the three strategic objectives contained in 'The Plan' 2015-18 (Appendix 1).

1.3 THAT the Committee note the Aspireview performance information system update 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 2015/2016.

3. **BACKGROUND**

    The second Quarterly Performance Review Meeting of 2015/2016 took place on 3rd November 2015. This quarterly meeting is attended by the Chair of the Scrutiny Committee, Principal Officers and Strategic Managers, 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 West Midlands safer and manage the resources allocated to this work. The Service is improving and meeting targets across a range of indicators.

Ref. AU/SC/90511152

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 second quarter of 2015/2016.

4.3   Service Delivery Indicators

4.3.1 Response:

- PI 1 – the risk based attendance standard; performance continues to improve, with the targets having been met for all four categories of incident type. The overall performance is rated as over performance against the tolerance levels, representing positive/exceptional performance.

- Average attendance times to Category 1 incidents (the most critical and important of the four categories) have reduced by 1 second to 4 minutes 42 seconds in Quarter 1, which is the best performance for more than four years. The target is under 5 minutes.

- Average attendance times for Category 2, 3 and 4 Incident Types remain well within their respective targets:

    - Category 2 Incident Type: 5 minutes 24 seconds (a reduction of 3 seconds) – the target is under 7 minutes

    - Category 3 Incident Type: 5 minutes 41 seconds (a reduction of 3 seconds) – the target is under 10 minutes

    - Category 4 Incident Type: 6 minutes 26 seconds (a reduction of 5 seconds) – the target is under 20 minutes

- It should be noted that the ongoing improvement in performance during Quarter 2 is much more gradual than that of Quarter 1 which saw significant improvements as a result of a focussed strategy to improve attendance times. It is only to be expected that further significant gains in this area may be limited due to the high levels of performance that are being achieved by the Service.

4.3.2 Prevention:

- The performance indicators for the following areas demonstrate over performance against the tolerance levels (blue):

  - PI 6 The number of Home Safety Check points achieved by the Brigade

  - PI 8 The number of arson fires in dwellings

  - PI 9 The number of arson fires in non-domestic premises

  - PI 11 The number of arson rubbish fires

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

  - PI 2 The number of accidental dwelling fires

  - PI 3 Injuries from accidental fires in dwellings (taken to hospital for treatment)

  - PI 12 The number of arson fires in derelict buildings

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

  - PI 5 The percentage of Home Safety Checks referred by our partners (27.8% against a forecast/target of 40% which represents a 1% increased compared to quarter 1 2015/16)

  - PI 10 The number of arson vehicle fires (349 recorded compared to a forecast/target of 295 - 345 reflecting that arson vehicle fires remain on the high side, although it is predicted that this PI will be within the tolerance levels and green by year end)

- PI 4 – The number of deaths from accidental fires in dwellings: there is no target for this performance indicator.

- PI 7 – The number of people killed or seriously injured in Road Traffic Collisions: only limited figures for this performance indicator have been released at the time of writing, therefore no performance rating has been assigned.

Ref. AU/SC/90511152

4.3.3 Protection:

- PI 13 – the number of accidental fires in non-domestic premises demonstrates performance within the tolerance levels (green).

- PI 14 – The number of false alarm calls due to fire alarm equipment demonstrates over performance against the tolerance levels (blue). This performance indicator was reported as performing within the tolerance levels (green) in Quarter 1, and therefore performance has improved (for example, the number of incidents is approximately 400 lower than for the same period during 2014/15).

4.4   People Support Services Performance Indicators

4.4.1 PI 19 – the average number of working days/shifts lost due to sickness (non-uniformed and Fire Control staff) demonstrates over performance against the tolerance levels (blue). However, it should be noted that the two associated performance indicators regarding sickness, PI's 18 and 20, are both red (please see 4.4.3).

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

- PI 16 – the number of female uniformed staff.

- PI 17 – the percentage of all staff from ethnic minority communities

4.4.3 The performance indicators for the following areas demonstrate under performance against the tolerance levels (red):

- PI 15 – The percentage of employees that have disclosed their disabled status

- PI 18 – The average number of working days/shifts lost due to sickness – uniformed employees

- PI 20 – The average number of working days/shifts lost due to sickness – all staff

4.5   Safety, Health and Environment Performance Indicators

4.5.1 The performance indicators for the following areas demonstrate over performance against the tolerance levels (blue):

- PI 21 – The total number of injuries

Ref. AU/SC/90511152

- PI 24 – To reduce the gas use of Fire Authority premises

4.5.2 PI 25 – to reduce the electricity use of Fire Authority premises demonstrates performance within the tolerance levels (green).

4.5.3 PI 22 – the total number of RIDDOR injuries demonstrate under performance against the tolerance levels (red).

4.5.3 The performance for PI 23 – to reduce the Fire Authority's carbon emissions, is reported annually.

4.6 Strategic Objectives

4.6.1 The Corporate Action Plan for Response currently indicates over performance against the tolerance levels (blue).

4.6.2 The Corporate Action Plans for Prevention and Protection currently indicate performance within the tolerance levels (green). Full details can be found within Appendix 1.

5. ASPIREVIEW PERFORMANCE MANAGEMENT SYSTEM

5.1 Good progress continues to be made on the Aspireview performance management system with corporate planning and performance reporting, operations planning and performance reporting, corporate risk and project management continuing to be established with a view to wider implementation across the organisation.

5.2 The system has been integrated into the Quarterly Performance Review, having been used to collate and display performance indicator and corporate risk information for the last three meetings.

5.3 An initial dashboard has been designed and built for Commands and this was successfully trialled at the Black Country South Performance Indicator Meeting during October 2015. It is intended that this dashboard will be developed further with stakeholders and rolled out to the other Commands for use at their respective performance indicator meetings. These dashboards will also be utilised at the quarterly Operations Commanders Performance Indicator Meeting. Consequently, Station dashboards will now be progressed and trialled later in the year 2015/16.

5.3 The project management function continues to be scoped and developed to incorporate strategic projects.

5.4 The data feed to allow the automatic update of information continues to be progressed by ICT and Callcredit, the supplier of Aspireview.

Ref. AU/SC/90511152

5.5 The potential use of Aspireview by other departments within Service Support continues to be explored.

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 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 2015/2016 budget setting process which established a total budget requirement of £98.538 million. As at the end of June 2015 actual expenditure was £28.130 million compared to a profiled budget of £28.272 million resulting in a £0.142 million underspend. Based on Best Value Accounting Code of Practice the estimated cost of staff engaged in prevention work, including an element for watch based firefighters for 2015/2016 is £13.1 million.

9.2 The cost of delivering services which contribute to the performance achievements comprise goods such as smoke alarms and staff time.

Ref. AU/SC/90511152

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 2015/2016 is £359,100. Actual expenditure as at the end of June 2015 was £24,300. Expenditure for the first quarter is in line with the profiled budget.

BACKGROUND PAPERS

'The Plan 2015-18' Strategic Objectives – Level 2 Action Plans.
Corporate Action Plan updates.

Corporate Risk Quarter 2 Position Statement October 2015/16 (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

Ref. AU/SC/90511152

Performance Indicator Performance – Quarter Two 2015/16

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 Service protects life, properties and the economies of the West Midlands by delivering assertive, safe and effective fire fighting through timely response, across a range of emergencies we attend.

To support the delivery of the following Strategic Objective:

- We will deliver an assertive, safe, economic, efficient and effective emergency response service.

PI 1		**The Risk Based Attendance Standard** Target: under 5 minutes Actual: 4 minutes 42 seconds **Over performance against the tolerance levels**
The median attendance time to high-risk (Cat 1) incidents in Q2 is 4 minutes 42 seconds, an improvement of 1 second compared to Q1. This is the best performance for more than 4 years. Attendance times for Category 2, 3 & 4 incidents remain well within target, with all 3 categories witnessing slight reductions in time.		

Prevention

Our Prevention Services focus on public involvement and education, engaging with our partners, targeting schools, communities and vulnerable people, with advice and guidance which will give particular attention to social inequalities.

- We will improve the safety of our communities at risk from fire.
- We will improve road safety through targeted action.
- We will improve the quality of life and economic prosperity of local communities.

PI 2		**The number of accidental dwelling fires** Forecast YTD: 807 - 858 Actual to date: 817 **Performance is within the tolerance levels**

There have been 817 accidental dwelling fires so far this year, which is on target and 9 lower than this time last year. There were 124 incidents in September, which is the lowest monthly figure in 2015/16 so far. Some wards still have much higher than average numbers of accidental dwelling fires; particularly Aston, Bordesley Green, Edgbaston, Ladywood and Weoley. More than half of the incidents (510) started in the kitchen.

PI 3		**Injuries from accidental fires in dwellings (taken to hospital for treatment)** Forecast YTD: 21 - 29 Actual to date: 28 **Performance is within the tolerance levels**

The number of injuries so far this year is 28, which is just within the target tolerance area. One more injury would have moved this PI above the upper tolerance level and it would be rated as red. Half of those injured in accidental dwelling fires were aged 65 or over.

PI 4		**The number of deaths from accidental dwelling fires** Forecast YTD: N/A Actual to date: 5

Two fatalities: 1 in August in Coventry, and 1 in September in Birmingham. Both fatalities were in social rented purpose-built flats. Both incidents were in bedrooms and were smoking related. Attendance met the 5 minute attendance standard at both incidents: less than 3 minutes in Coventry, and under 5 minutes in Birmingham.

PI 5	HSC	**The percentage of Home Safety Checks referred by our partners** Forecast YTD: 40% Actual to date: 27.8% **Under performance against the tolerance levels**

Analysis has shown that the highest risk HSCs are predominantly the result of referrals from partner agencies. Target of 40% has not been reached and the Q2 percentage has fallen slightly compared to the previous year. Commands are continuing to place an emphasis on developing and maintaining effective partnership referral pathways. 5 (out of 8) districts continue to achieve 25% plus HSC referrals. Walsall was the only district to achieve the 40% target in Q2.

PI 6	HSC	**The number of Home Safety Check points achieved by the Brigade** Forecast YTD: 67500 Actual to date: 70650 **Over performance against the tolerance levels**

The target has been reached for PI 6. The points achieved year to date this year is considerably higher than at the same point last year (60,286).
The number of HSCs completed during quarter 2 is 8,267. This is a higher number than Q1 (7,490) and than any quarter last year.

PI 7		**The number of people killed or seriously injured in road traffic collisions** Forecast YTD: 889 Actual to date: 179

The figures are as accurate as the data allows.

PI 8		**The number of arson fires in dwellings** Forecast YTD: 102 - 140 Actual to date: 94 **Over performance against the tolerance levels**

At 94 incidents, the number of arson dwelling fires remains below the target tolerance zone. It is well below the number from this time last year, which was 118.
There were nearly twice as many in July than other months, but overall the number of incidents has stabilised during August and September.
Approximately half of all incidents were in Birmingham. Dudley, with 17 incidents, has experienced significantly more incidents than Wolverhampton so far this year, where there have only been 3.
56 of the fires (60%) were in flats.

PI 9		**The number of arson fires in non-domestic premises** Forecast YTD: 83 - 97 Actual to date: 74 **Over performance against the tolerance levels**

The number of arson fires in non-domestic properties has increased from 27 in quarter 1 to 74 in quarter 2. However, this PI remains 20 incidents lower than this time last year and below the target tolerance zone.

PI 10		**The number of arson vehicle fires** Forecast YTD: 295 - 345 Actual to date: 349 **Under performance against the tolerance levels**

The number of arson vehicle fires is 4 above the target tolerance zone and is 9 higher than this time last year. However, the direction of travel is positive and it is predicted that this PI will be green and within the tolerance levels by the end of the year. Kings Norton and Northfield are the two wards with the highest number of incidents this year.

PI 11		**The number of arson rubbish fires** Forecast YTD: 1340 - 1438 Actual to date: 1269 **Over performance against the tolerance levels**

The number of arson rubbish fires are well below the target tolerance zone and this PI is now blue (it was green in quarter 1). At 1269 incidents, this is approximately 200 fewer than the same period last year.

PI 12		**The number of arson fires in derelict buildings** Forecast YTD: 79 - 93 Actual to date: 90 **Performance is within the tolerance levels**

There have been 90 arson fires in derelict buildings which is a very similar number of incidents to this time last year. September witnessed just 6 incidents, which is particularly low compared to other months, which average approximately 18 incidents. Although these types of fires are relatively rare, when they do occur, the area damaged is typically quite large (more than 3 square metres of fire damage in over half of the incidents).

Protection

Our Protection Service prioritises the risks to the business sector, focusing on the provision of advice and importantly the enforcement of legislation with a mind set of continuing to support the economic wellbeing of the West Midlands.

To support the delivery of the following Strategic Objective:

- We will advise and enforce on fire safety issues across the West Midlands to comply with fire safety legislation.

PI 13		**The number of accidental fires in non-domestic premises** Forecast YTD: 239 - 252 Actual to date: 240 **Performance is within the tolerance levels**

There have been 240 accidental fires in non-domestic properties in the first 2 quarters, which is comfortably within the target tolerance zone and therefore green (1 incident less and it would be blue).
Ladywood and Nechells have high numbers compared to other wards, but also comprise higher numbers of non-domestic properties than more suburban, residential areas.
80 of the fires (a third) started as a result of electrical wiring issues. This is very different to domestic fires, which predominantly start as a result of cooking materials in the kitchen.

PI 14		**The number of false alarm calls due to fire alarm equipment** Forecast YTD: 3050 - 3277 Actual to date: 2973 **Over performance against the tolerance levels**

This PI is well under target and performance remains over the upper tolerance level. The number of incidents is approximately 400 lower than for the same period as last year.

People Support Services

PI 15		**The percentage of employees that have disclosed their disabled status** Target: 100% Actual to date: 85% **Under performance against the tolerance levels**

The percentage of staff who have disclosed their disability status has increased by 9% over the last 6 months to 85% (with an increase from 81.7% last quarter).

PI 16		**The number of female uniformed staff** Target: 79 (75 – 83) Actual to date: 79 **Performance is within the tolerance levels**

There will be little movement on this performance indicator due to the recruitment freeze. Progression and retention continues to be a focus through our positive action strategy. Members of People Support Services and the Diversity, Inclusion, Cohesion, Equality team continue to work together to evaluate the Service's approach and embed the ethos of positive action across the organisation.

In providing a positive platform for role modelling and progression throughout the organisation, we have 12 females in supervisory roles against the total of 79 which is 15% of all uniformed women.

PI 17		**The percentage of all staff from ethnic minority communities** Target: 14.0 (13.30 – 14.70) Actual to date: 14.0 **Performance is within the tolerance levels**

The percentage of staff from BME communities has increased slightly from 13.6% to 14%. The number of BME Uniformed and Fire Control staff has remained the same; the number of Non-Uniformed BME staff has increased by 3.

In providing a positive platform for role modelling and progression throughout the organisation we have 53 BME in supervisory roles against the total of 192 which is 28% of all BME.

PI 18		**The average number of working days/shifts lost due to sickness – uniformed employees** Target: 2.47 (2.35 – 2.59) Actual to date: 3.16 **Under performance against the tolerance levels**

Uniformed sickness was 22% higher in Apr-Sep'15, than in Apr-Sep'14.

82 specific reasons for sickness were recorded in the last 6 months. The top three causes of sickness were:

• Mental health, anxiety and depression
• Musculoskeletal: Back
• Joint problems

A quarter of sick days have no reason for sickness recorded on HRMS. This is being addressed by the Business Partners when they visit sections and stations.

'Unknown' has been stated as the reason for 4 periods of sickness; this is due to mis-recording by the line manager and is being addressed.

PI 19		**The average number of working days/shifts lost due to sickness – non-uniformed and Fire Control staff** Target: 3.195 (3.14 – 3.25) Actual to date: 3.59 **Over performance against the tolerance levels**

Non-Uniformed and Fire Control sickness was 13% lower in Apr-Sep'15, than in Apr-Sep'14. There has been a noticeable improvement in Fire Control sickness, with only 15 days being lost to sickness in Fire Control in September.

62 specific reasons for the sickness were recorded in the last 6 months. The top three causes of sickness were:
• Joint problems
• Mental health, anxiety and depression
• Musculoskeletal: Back

10% of sick days have no reason for sickness recorded on HRMS. This is being addressed by the Business Partners when they visit sections. One sickness episode had the reason for sickness as 'unknown'; this was due to mis-recording by the line manager and is being addressed.

PI 20		**The average number of working days/shifts lost due to sickness – all staff** Target: 2.70 (2.57 – 2.84) Actual: 3.16 **Under performance against the tolerance levels**

As per PI 18 & 19 – all staff sickness was 11% higher in Apr-Sep 2015 than in Apr-Sep 2014.

Safety, Health and Environment

PI 21		**The total number of injuries** Forecast YTD: 70 – 78 Actual to date: 65 **Over performance against the tolerance levels**

Quarter 2 saw an improved performance and injuries are currently below the lower tolerance level. The Safety, Health & Environment (SHE) team continue to raise awareness around slips, trips and falls and these types of injury have shown a reduction in quarters 1 and 2 (18-14). Manual handling injuries are showing an increase in quarters 1 and 2 (7-11) and the SHE Team are exploring a revised training strategy to support the ecademy package. 69% of injuries occur in a controlled environment (away from incidents) and awareness of this is being raised. The age profile of injuries is being considered and this is in line with the service profile to date (43 out of 58 employee injuries occurring between the ages of 31 and 50).

PI 22		**The total number of RIDDOR injuries** Forecast YTD: 10 - 11 Actual to date: 13 **Under performance against the tolerance levels**

There has been an increase in injuries that are reportable to the Health & Safety Executive (HSE) during quarters 1 and 2 although the gap between this year and last year narrowed considerably during quarter 2. None of the reports have been followed up by HSE to date.

Slips trips and falls (4 of 13 RIDDOR injuries) and manual handling (5 of 13 RIDDOR injuries) continue to be the main cause of injury and the focus of raising awareness for injury prevention. There have been a number of unusual RIDDOR reports this year which may have influenced the increase (2 handling injuries with BA cylinders, muscle injury whilst swimming, fracture of finger in a pole drop door and a finger fracture putting away a bouncy castle following a community event).

PI 23		To reduce the Fire Authority's carbon emissions Forecast YTD: Actual to date:

This indicator is reported on annually.

PI 24		**To reduce gas use of Fire Authority premises** Forecast YTD: 3929 – 4342MWh Actual to date: 3637MWh **Over performance against the tolerance levels**

The largest savings of these were Perry Barr (56% reduction against target), Erdington (33%) and Solihull (34%)
This general reduction of use against targets is probably due to warmer weather late in the year. Stations have been running heating in 'Summer Mode'.
The poorest performers have been Ladywood, Highgate and Canley. This trend appears to be consistent against these sites, so may be due to old/existing inefficient plant. Canley's usage may be due to increase of use as part of the Distributed Training Model.

PI 25		**To reduce electricity use of Fire Authority premises** Forecast YTD: 2514 - 2779MWh Actual to date: 2614MWh **Performance is within the tolerance levels**

Overall performance against target is positive with some good reductions in electricity use, notably at Highgate, Binley and West Bromwich.
There are several sites not meeting their target such as Perry Barr, Bournbrook, Solihull, Tipton, Oldbury and Bickenhill. Oldbury may be partially explained by the increased use of the site as a training hub, as part of the Distributed Training Model.

WEST MIDLANDS FIRE AND RESCUE AUTHORITY
SCRUTINY COMMITTEE WORK PROGRAMME 2015/16

Date of Meeting	Item	Responsible Officer	Completed
	2015		
17 August 2015	Analysis of Progress of Corporate Performance against The Plan for Quarter 1 2015/2016 (including performance indicators; strategic objectives; corporate risk and programmes and projects)	Director of Service Delivery	
	Update on the progress of the Partnerships Review	Chair Of Scrutiny Committee	
	Review of Human Resources Policies (People Support Services) that relate to positive action strategies	Area Commander, Strategic Enabler for People	
	Consideration of Work Programme	Director of Service Delivery	

November 2015

Date of Meeting	Item	Responsible Officer	Completed
October 2015	Review working group (if required)		
12 October 2015	Progress on the Partnerships Review	Chair Of Scrutiny Committee	
	Dispute Resolution Monitoring	People Support Services	
16 November 2015	Consideration of Scoping Document for Review of Data Sharing	Director of Service Delivery	
	Report on the Partnerships Review	Chair of Scrutiny Committee	
	Analysis of Progress of Corporate Performance against The Plan for Quarter 2 2015/2016 (including performance indicators; human resources indicators strategic objectives; corporate risk and programmes and projects)	Director of Service Delivery	
	Progress on implementation of the Equality Objectives 2012-2015	Strategic Enabler DICE	
	Public Sector Equality Duty and the Equality Act (2010)	Strategic Enabler DICE	

November 2015

	Diversity, Inclusion, Cohesion & Equality Quarterly Update – Quarters 1 & 2 2015/16	Strategic Enabler DICE	
December 2015	Review Working Group (if required)		
2016			
Date of Meeting	**Item**	**Responsible Officer**	**Completed**
January 2016	Review Working Group		
15 February 2016 (after Authority meeting)	Analysis of Progress of Corporate Performance against The Plan for Quarter 3 2015/2016 (including performance indicators; strategic objectives; corporate risk and programmes and projects)	Director of Service Delivery	
February 2016	Review Working Group (if required)		
9 March 2016	Review Working Group (if required)		
21 March 2016	Dispute Resolution Monitoring Report Consideration of the Annual Report of the Scrutiny Committee	People Support Services Chair of Scrutiny	

November 2015

Date of Meeting	Item	Responsible Officer	Completed
28 April 2016	Review Working Group		
6 June, 2016	Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2015/2016 (including performance indicators; human resources indicators strategic objectives; corporate risk and programmes and projects) Diversity, Inclusion, Cohesion & Equality Quarterly Update – Quarters 3 & 4 2015/16 Annual Report of the Scrutiny Committee	Director of Service Delivery Strategic Enabler DICE Chair of Scrutiny	

To report as appropriate:

- Review of data sharing practices (a working group to be established upon the completion of the Partnerships Review, as resolved at meeting on 16th February 2015)

November 2015