

West Midlands Fire and Rescue Authority

Scrutiny Committee

**You are summoned to attend the meeting of Scrutiny Committee to be held on
Monday, 05 September 2016 at 12:30**

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

for the purpose of transacting the following business:

Agenda – Public Session

- | | | |
|---|--|----------------|
| 1 | To receive apologies for absence (if any) | |
| 2 | Declarations of interests | |
| 3 | Minutes of the Scrutiny Committee held on 6 June 2016 | 3 - 6 |
| 4 | Dispute Resolution Report - 1st January to June 2016 | 7 - 20 |
| 5 | Analysis of Progress of Quarterly Performance Against The Plan Qtr 1 2016-17 | 21 - 36 |
| 6 | Update on Progress of the Data Sharing Review | |
| 7 | Update on progress of the reviews of Partnerships and Safeside | |
| 8 | Scrutiny Committee Work Programme 2016-17 | 37 - 40 |

Distribution:

David Barrie - Member, Greg Brackenridge - Member, Basharat Dad - Member, Peter Hogarth - Member, David Skinner - Member, Sybil Spence - Member, Chris Tranter - Chairman, Ann Young - Member

Clerk Name: Karen Gowreesunker

Clerk Telephone: 0121 380 6678

Clerk Email: karen.gowreesunker@wmfs.net

Agenda prepared by Stephen Timmington

Strategic Hub, West Midlands Fire Service

Tel: 0121 380 6680 email: strategichub@wmfs.net

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

Minutes of the Scrutiny Committee

06 June 2016 at 12.30pm
at Fire Service Headquarters, Vauxhall Road, Birmingham

Present: Councillor Tranter (Chair);
Councillors Barrie, Young, Hogarth, B Singh,
Spence, Clinton and Skinner

Apology:

There were no apologies

Observer:

10/16 **Declarations of Interest**

There were no declarations of interest.

11/16 **Minutes**

Resolved:-

That the minutes of the meeting held on 21st March 2016, be approved as a correct record.

12/16 **Diversity Inclusion Cohesion Equality (DICE) Update**

Joanne Simmonds, People Support Manager, provided an overview of the report. Objectives have been brought into line with the Fire Services' Equality Framework.

It was noted that various events had been organised and supported by the Service such as International Womens' Day. The Service had also become a Stonewall Champion in recognition of its

commitment and support for Lesbian, Gay, Bisexual, Transgender (LGBT) issues. Also extra support was being implemented for women returning to work after maternity leave.

It was noted that the Service now had in excess of 2000 Community Members and in excess of 8,000 Safe and Well visits had taken place across the West Midlands. Additionally all 790 schools were participating in the Schools Safety challenge.

A Member enquired about recruitment of minority groups and whether the Service would stand up to scrutiny in respect of recruitment of minority groups.

The Service had initiatives in place to encourage recruitment from underrepresented groups, for example Taster Days, and was in a position to resume a recruitment campaign.

A Member enquired about facial hair and the wearing of turbans. The Service is aware that the Asian Fire Services' Association and the Health and Safety Executive that the critical issue was around the integrity of the fire helmet seal.

Members would be informed when the recruitment campaign commences.

A Member stated that flexible working alone did not necessarily recognise the specific needs for carers. The Service would investigate this further.

It was noted that the Service had a strategy for Apprentices and that it was being developed. The Service currently employs a number of Apprentices.

A Member enquired whether enough was being done to publicise Safe and Well checks.

Resolved: -

That progress by the Service detailed in the report be noted.

13/16

Analysis of Progress of Quarterly Performance Against the Plan quarter 4 2015/16

Gary Taylor Assistant Chief Fire Officer presented an overview of the report.

- PI 1 The risk based attendance standard was 4 minutes 47 seconds, with the continued use of the Business support vehicles this remains positive.
- PI 4 and 6 The number of deaths from accidental dwelling fires were down and Safe and Well checks in excess of targets.
- PI 5 The percentage of Home Safety Checks remained a red rating due to a target of 40% not being met. A partnership review was underway to ensure that this was not artificially high and that we were still working with the right partners.
- PI 10 There has been the highest numbers of arson vehicle fires since 2011/12 (725 against a target of 549-641) with a disproportionate figure for Sandwell.
- PI 14 The number of false alarms due to fire alarm equipment has remained over performance against the tolerance levels as a result of the effective implementation of Business Support Vehicles.
- PI 18 -25 The number of employees that have disclosed disabled status has increased by 13% to 88% but is still below tolerance level It was noted that staff can opt for "prefer not to say" as an option and confirmed that It is therefore realistic to set a target of 100%.
- PI 22 The number of RIDDOR injuries were 22 against a target of 18. This is due to the reporting changing to an average of every three years.

- PI 23 Fuel efficiencies were greater with lower emissions generally and this was due to the Brigade Response Vehicles being more fuel efficient.

A Member enquired about drowning awareness

It was the intention of the Service to run prevention based activities for Drowning Awareness Week (18-25th June 2016)

Resolved:-

- 1) That the Committee noted the status of the Service's Key performance indicators in the fourth quarter 2015/6.
- 2) That the Committee noted the progress made in delivering the three strategic objectives contained in the Plan 2015 -2018
- 3) That the Committee noted the Aspire view performance information system update.

14/16 **Annual Report of the Scrutiny Committee 2015/16.**

Resolved:-

That the report be submitted to the Fire Authority.

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

Resolved:-

That Committee noted the progress of the work programme for 2015/16.

(Meeting ended at 13:44 pm)

Contact Officer: Stephen Timmington Strategic Hub West Midlands Fire Service 0121 380 6680

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

5 SEPTEMBER 2016

1. **DISPUTE RESOLUTION REPORT**

Report of the Chief Fire Officer

RECOMMENDED

1.1 THAT the contents of the dispute resolution report for the period 1st January 2016 to 30th June 2016 are noted.

1.2 THAT the dispute resolution report is submitted to the Joint Consultative Panel

2. **PURPOSE OF REPORT**

To inform the Scrutiny Committee about the number, type and outcomes of discipline and grievance hearings and other dispute resolution including Employment Tribunal activity which have occurred during the period of 1st January 2016 to 30th June 2016.

3. **BACKGROUND**

3.1 This report provides a summary of the number, type and outcome of disciplinary and grievance cases, the details of any Collective Grievances and any reported failure to agree or consult.

3.2 The report also provides a summary of lessons learned, taking into account issues raised by Trade Unions/Representative Bodies, Line Managers and People Support Services Business Partners, specifically issues raised during the discussions at the Joint Consultative Committee and People Support Joint Working Party.

4. **SUMMARY OF CASES**

4.1 **Grievance Cases**

- 4.1.1 Appendix 1 Section A provides details of grievance cases during 1st January 2016 to 30th June 2016.
- 4.1.2 A total of 11 grievances were lodged during the reporting period, 5 by Grey Book employees and 6 by Green Book employees.
- 4.1.3 None of the above grievances led to a complaint being filed with the Employment Tribunal Service as at 30th June 2016.
- 4.1.4 The total number of formal grievances has increased by 3 compared to 8 in the last reporting period 1st July 2015 to 31st December 2015.
- 4.1.5 There were no collective grievances lodged during this reporting period.

4.2 **Investigations and Disciplinary Hearings**

- 4.2.1 Appendix 1 Section B provides details of investigations into conduct and gross misconduct, Section C provides details of disciplinary hearings for the period 1st January 2016 to 30th June 2016.
- 4.2.2 There were 30 investigations commenced in this reporting period, 22 of which were undertaken at Gross Misconduct level and 8 at misconduct level.

15 investigations resulted in no formal action due to insufficient evidence. 11 of these investigations were linked to 1 station, this investigation commenced after a Management enquiry which is still ongoing.

7 Gross Misconduct investigations are still ongoing.

- 4.2.3 Of the 30 disciplinary investigations, 21 concerned Grey Book employees and 9 concerned Green Book employees. 29 of the employees who were subject to investigations were male and 1 female.

4.2.4 17 out of 30 investigations went to Gross Misconduct hearing which were covering Grey Book employees (appendix 1)

4.2.5 4 of these hearings were at Misconduct and all male Grey Book employees

4.2.6 36.6% of the disciplinaries are linked to 1 station. The outcome of these 11 disciplinaries are that there was no formal action following investigations. These have resulted from a Management enquiry which is still ongoing.

4.2.7 Analysis of the data by the protected characteristics can be found in Appendix 2 of the report. Having analysed the data for this report the data sets are small, looking back and reflecting on previous reports there are no trends to report and the data is proportionally reflective of the Service.

4.2.8 A summary of previous reports can be found at Appendix 3.

4.3 **Employment Tribunal Activity**

At the close of the reporting period 30th June 2016 there is one outstanding claim against WMFS lodged with the Employment Tribunals Service.

4.4 **Lessons Learned**

4.4.1 Key lessons concerning the implementation of the Discipline and Grievance policies continue to be learned through regular communication between stakeholders. Policies provide guidance based upon the ACAS Code of Practice, as well as employment legislation regarding fair dismissal and avoiding unlawful discrimination in the workplace.

4.4.2 The Disciplinary Procedure and Grievance Procedure are now embedded within the Service. The Business Partner Team are spending more of their time on stations and within departments to ensure managers fully understand their roles in managing cases at the earliest opportunity. The Business Partners are providing support and guidance to Managers to enable them to make assertive, safe and effective decisions in managing and supporting their staff.

- 4.4.3 The People Support Services Team are working on a revised toolkit for managers including template letters.

This toolkit will be shared with the Trade Unions/ Representative Bodies. The Trade Unions/Representative Bodies have welcomed this approach to ensure consistency within the process.

As a team we have taken a more proactive approach to supporting this process and work closely with the Trade Union/Representative Bodies across all areas. Improvements in time lines has resulted in delays only occurring when the employee is absent from work or where there is an ongoing police investigation.

- 4.4.4 Collaborative working between Managers, People Support Services and Trade Unions/Representative Bodies including meeting regularly at the Joint Working Party to consider any issues that are raised, continues to be ongoing leading to further improvement in practice.
- 4.4.5 In preparing this report, the views of the Trade Unions/ Representative Bodies were sought to offer observations on general issues arising. These observations from the Trade Unions/Representative Bodies were collected on a routine basis at Joint Working Party and Joint Consultative Committee meetings throughout the reporting period. These issues are reported below.
- 4.4.6 During meetings with the Trade Unions/Representative Bodies the following issues have previously been raised for consideration and action.
- 4.4.7 We can confirm that Trade Unions/Representative Bodies are invited to attend all debriefs which we use a debrief framework. The Service welcomes Trade Union/ Representative Bodies feedback at all debrief sessions. This approach has provided valuable learning opportunities for the Service. This approach has been developed by People Support Services and this forms part of the structured debrief and this will ensure that all relevant learning outcomes can be shared. Within the next reporting period we will also be reporting on the outcomes and lessons learnt from our debriefing approach.

- 4.4.8 Given previous concerns from the Trade Unions/ Representative Bodies there has been recognition by all of the Trade Unions/Representative Bodies that there has been a reduction in formal discipline cases however, this reporting period we have noticed a uplift which is due to a Management Investigation which has led to a full watch being investigated (approx. 11) in recognising this uplift we will continue to monitor and on a regular basis at the Joint Working Party.
- 4.4.9 The People Support Services Team regularly meet with the Trade Unions/Representative Bodies and will continue to discuss any concerns at the Joint Working Party which will ensure that regular updates are available for members of the Joint Consultative Panel. As the number of Grievances and disciplinaries has increased in this period a review of this will be undertaken to ensure we capture all of the learning to manage any future grievances and disciplinaries appropriately.
- 4.4.10 There have been no other/new areas raised by the Trade Unions/Representative Bodies.

4.5 **Grievance and Discipline Training Updates**

- 4.5.1 The People Support Service Team is now made up of Business Partners and Assistant Business Partners whom are managed by Senior Business Partner who reports into Strategic Enabler of People. We will continue to give advice to Managers who receive informal and formal grievances as and when grievances are received and to address minor misconduct issues before formal action is required. We will continue to support and share best practice with People Managers in assisting with Investigations, Hearings Appeals through to Employment Tribunal's.
- 4.5.2 Case debriefs and lessons learnt sessions continue to be utilised following complex cases from a disciplinary/grievance and Employment Tribunal perspective.

4.5.3 In the last report we reported on a new training programme for Line Managers 'The Effective Managers Series' which was provided to managers to refresh the development given to Managers across the organisation on a range of management issues including Discipline and Grievance, Capability and Attendance Management. Following this training programme, Business Partners are now attending station meetings where best practice is shared and new developmental ideas are implemented to support new and existing line managers when dealing with any people management.

The purpose of attending these meetings is to encourage Managers to deal with issues at the earliest opportunity and give them the confidence to manage in an assertive, safe and effective way.

4.6 **Dispute Resolution**

There has been 1 failure to consult submitted during this reporting period. The relevant Trade Union Representative body are in dialogue with the organisation to reach a satisfactory resolution.

4.7 **Collective Grievances**

There were no collective grievances submitted in this reporting period.

4.8 **Failure to Consult/Agree**

This information is covered in 4.6 Dispute Resolution

5. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out. The Service's Policies that are applied in all case management have been subject to full Equality Impact Assessments. The matters contained in this report will not lead to a policy change. Equality data is analysed as part of this report and details can be found in paragraph 4.2.7 and Appendix 2.

6. **LEGAL IMPLICATIONS**

There are no direct legal implications arising from this report.

7. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

8. **TRADE UNION CONSULTATION**

- 8.1 In preparing this report, Trade Union Representatives' views on general issues concerning grievance handling and disciplinary procedure handling were sought in addition to monthly case updates.
- 8.2 A Standing Item features on the Joint Working Party and Joint Consultative Committee 'Discipline and Grievance' and comments received from the Trade Union and Representative Bodies on these occasions are included within this report.
- 8.3 Further exchanges of comments and observations took place before the submission of the final report for the Joint Consultative Panel.

BACKGROUND PAPERS

Disciplinary Standing Order 2/1, Grievance Standing Order 2/2
Previous JCP reports '01' to '10'

The contact officer for this report is Phil Hales, Deputy Chief Fire Officer,
0121 380 6907.

PHIL LOACH
CHIEF FIRE OFFICER

APPENDIX 1

Report No.

Reporting Period 1st January 2016 to 30th June 2016

Section A: WMFS Formal Grievance & Appeal Cases

Grievance Description	Total no. Grievances	No. Grievances Resolved	No. Grievances Rejected	No. Grievances Appealed	No. Appealed Grievances Upheld	No. Appealed Grievances Rejected	No. Grievances leading to ET claim
No. of Grievances raised by Grey Book employees	5 raised	2	3	2	0	0	0
No. of Grievances raised by Green Book employees	6 raised	0	6	3	0	0	0

3 rejected grievances are from green book employee's – awaiting for possible Appeal

Further details (including E&D information)

- The subject nature of the 11 grievances included:

Organisational Change x 1
Bullying and Harassment x 3
Working Practises/Processes x 7
At Resignation x 0

Reporting Period 1st January 2016 to 30th June 2016

Section B: Investigation Activity

Description	Gross Misconduct	Misconduct	Investigation result was no formal action	Outcome not yet confirmed	Formal disciplinary hearing	Resigned during and after investigation
No. of Investigations into Grey Book employees	17	4	13	5	3	0
No. of Investigations into Green Book employees	5	4	2	2	1	4
No. of investigations into allegations of bullying/harassment	0	0	0	0	0	0
Total	21	8	15	7	4	4

Further details

- There have been 30 disciplinary investigations which have commenced during this reporting period.
- There are 7 investigations ongoing (outcome of investigation outstanding) as at 30th June 2016.
- 4 Green Book employees resigned after and during investigation hence why only 1 reached formal disciplinary hearing

Reporting Period 1st January 2016 to 30th June 2016

Section C: Discipline Hearings & Appeal Cases

Discipline Description	No. of Hearings	Outcome: <i>no formal action</i>	Outcome: <i>1st WW</i>	Outcome: <i>Final WW</i>	Outcome: <i>Dismissal</i>	No. outcomes appealed	No. overturned at appeal
No. of misconduct cases	3	3	2	0	1	0	0
No. of gross misconduct cases	1	13	0	1	0	0	0
Totals	4	15	2	1	1	0	0

- 7 Disciplinary Investigations are still ongoing and 4 employees have resigned during investigation.

APPENDIX 2

Table 1 summarises the data into 3 protected characteristics: Sex; Disability and Race. A key to the abbreviations is at table 1.1.

Table 1

	SEX			DISABILITY					RACE					
	M	F	TG		YES	NO	PNTS	NS	WB	BBC	WIr	BBR	Wh-BL Car	PNTS
	8	3	0		1	10	0	0	11	0	0	0	0	0
	29	1	0		1	16	1	13	23	0	0	0	0	7

Table 1.1 Key for table 1**Sex**

F – Female

M – Male

TG – Transgender

Disability

PNTS – Preferred not to say

NS – Not stated

Race

WB – White British

BBC – Black/British Caribbean

WIr – White Irish

BBR- Black British

Wh-BL Car – White and Black Caribbean

Table 2 summarises the data into 3 protected characteristics: Religion and Belief, Sexual Orientation and Age. A key to the abbreviations is at table 2.1.

Table 2

	RELIGION AND BELIEF					SEXUAL ORIENTATION				AGE				
	NS	CHRN	MUSLIM	NO REL	OTHER	GAY/ LESBIAN	HETERO SEXUAL	PNTS	NOT DECLARED	20-29	30-39	40- 49	50- 59	60+
Grievance X 11	2	7	0	2	0	0	8	0	3	0	1	3	4	3
Discipline X 30	13	12	0	3	2	1	17	5	7	2	6	14	5	3

Table 2.1 Key for table 2
Religion and Belief:

NS – Not stated
 CHRN – Christian
 NO REL – No religion
 SIKH – Sikh
 MUSLIM – Muslim
 OTHER – Other religion

Table 3 summarises the data into 3 protected characteristics: Married/Civil Partnership, Pregnancy/Maternity and Gender Re-assignment.

Table 3

	MARRIED/ CIVIL PARTNERSHIP					PREGNANCY/ MATERNITY	GENDER RE- ASSIGNMENT
	MARRIED	SINGLE	DIVORCED	LIVING Together	PREFER NOT TO SAY		
Grievance X 11	6	3	1	0	1	NONE	NONE
Discipline X 30	16	4	3	1	6	NONE	NONE

APPENDIX 3**Dispute Resolution Summary**

			Types of Grievance					Level				Outcomes			
Report No.	Date of Report	No of Grievances	Work Practice	Bullying/ Harassment	Org Change	Other	No of Discipline Investigations	Gross Mis-conduct	Mis-conduct	Other	No of Discipline Hearings	Dismissal	Final Written Warning	Written Warning	No Formal
1	Mar-11	4	na	na	na	na	na	na	na		12	3	3	4	2
2	Oct-11	14	6	3	5	na	11	6	5	0	10	2	4	3	1
3	Mar-12	6	na	1	na	5	14	8	6	0	5	1	3	0	1
4	Sep-12	9	2	4	3	na	5	4	1	0	5	2	2	0	1
5	Apr-13	17	2	4	6	5	12	8	1	3	4	2	2	0	0
6	Sep-13	7	2	2	3	0	8	5	2	1	8	5	1	0	1
7	Apr-14	7	0	0	6	1	15	14	1	0	4	1	2	1	0
8	Sep-14	13	0	9	4	0	21	20	1	0	9	2	5	2	0
9	Mar 15	8	0	3	5	0	13	13	0	0	15	4	4	3	4
10	Oct 15	3	0	1	2	0	4	4	0	0	2	2	0	0	0
11	Mar 16	8	2	4	1	1	4	4	0	0	2	0	1	1	0
12	Aug 16	11	7	3	1	0	30	22	8	0	4**	1**	1**	2**	16**

**August 2016 report - 6 Disciplinarys are still ongoing.
4 employees resigned

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

5 SEPTEMBER 2016

1. **AN ANALYSIS OF PROGRESS OF QUARTERLY PERFORMANCE AGAINST 'THE PLAN' – QUARTER ONE 2016/2017**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Committee note the status of the Service's key performance indicators in the first quarter of 2016/2017 (Appendix 1).
- 1.2 THAT the Committee note the progress made in delivering the three strategic objectives contained in 'The Plan' 2016-19 (Appendix 1).
- 1.3 THAT the Committee note the update on the performance information system detailed in section 5 of this report.

2. **PURPOSE OF REPORT**

This report is submitted to provide the Committee with an analysis of the organisation's performance against 'The Plan' for 2016/2017.

3. **BACKGROUND**

The first Quarterly Performance Review meeting of 2016/2017 took place on 2 August 2016. This quarterly meeting, 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.

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 fourth quarter of 2016/2017.

4.3 Service Delivery Performance Indicators

4.3.1 Response:

- PI 1 – the risk based attendance standard; performance continues to be positive, with the targets having been met for all four categories of incident type. The overall performance is rated as over performance against the tolerance levels (blue).
- Average attendance times for Category 1 incidents (the most critical and important of the four categories) is 4 minutes 40 seconds in Quarter 1, an all-time low.
- Average attendance times for Category 2, 3 and 4 Incident Types remain well within their respective targets:
 - Category 2 Incident Type: 5 minutes 31 seconds (an increase of 6 second) – the target is under 7 minutes
 - Category 3 Incident Type: 4 minutes 54 seconds (a decrease of 41 seconds) – the target is under 10 minutes
 - Category 4 Incident Type: 6 minutes 52 seconds (an increase of 25 seconds) – the target is under 20 minutes

4.3.2 Prevention:

- The performance indicators for the following areas demonstrate over performance against the tolerance levels (blue):
 - PI 2 The number of accidental dwelling fires
 - PI 6 The number of Home Safety Check points achieved by the Brigade

Ref. AU/SC/Sep/22508167

- PI 11 The number of arson rubbish fires
- The performance indicator for the following three areas demonstrates performance is within the tolerance levels (green):
 - PI 3 Injuries from accidental fires in dwellings, taken to hospital for treatment
 - PI 5 The percentage of Home Safety Checks referred by our partners
- There are three areas where under performance has been demonstrated against the tolerance levels (red):
 - PI 8 The number of arson fires in dwellings
 - PI 9 The number of arson fires in non-domestic premises
 - PI 10 The number of arson vehicle fires
 - PI 12 The number of arson fires in derelict buildings
- The following two performance indicators do not have a performance rating assigned:
 - PI 4 The number of deaths from accidental fires in dwellings: two fatalities
 - PI 7 The number of people killed or seriously injured in Road Traffic Collisions: there are currently no figures available for quarter 1 2016/17 due to the continued delays experienced with obtaining the data (approximately a six month delay). Therefore no performance rating has been assigned.

4.3.3 Protection:

- PI 13 – The number of accidental fires in non-domestic premises demonstrates over performance against the tolerance levels (blue).
- PI 14 – The number of false alarm calls due to fire alarm equipment demonstrates performance within the tolerance levels (green).

4.4 People Support Services Performance Indicators

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

- PI 16 – The number of female uniformed staff.
- PI 17 – The percentage of all staff from ethnic minority communities
- PI 18 – The average number of working days/shifts lost due to sickness – uniformed employees
- PI 19 – the average number of working days/shifts lost due to sickness (non-uniformed and Fire Control staff)
- PI 20 – The average number of working days/shifts lost due to sickness – all staff.

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

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

4.5 Safety, Health and Environment Performance Indicators

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

- PI 22 – The total number of RIDDOR injuries demonstrates over performance against the tolerance levels
- PI 24 – To reduce the gas use of Fire Authority premises

4.5.2 The performance indicator for the following area indicates performance within the tolerance levels (green):

- PI 25 – To reduce the electricity use of Fire Authority premises

4.5.3 The performance indicator for the following area indicates under performance against the tolerance levels (red):

- PI 21 – The total number of injuries demonstrates under performance against the tolerance levels

4.5.4 It should be noted that the figures for PI 24 and PI 25 are provisional at the time of publication.

Ref. AU/SC/Sep/22508167

4.5.5 PI 23 – To reduce the Fire Authority's carbon emissions, is reported on an annual basis.

4.6 Strategic Objectives

4.6.1 The Corporate Action Plans for Response and Protection currently indicate over performance against the tolerance levels (blue).

4.6.2 The Corporate Action Plan for Prevention currently indicates performance within the tolerance levels (green).

5. **PERFORMANCE MANAGEMENT SYSTEM**

5.1 The implementation of the InPhase performance management system continues with work progressing on the automated data feed (including the development of the data warehouse), structure of the system for performance and planning, and the design of the relevant dashboards to display performance information in an intuitive and user friendly style.

5.2 Development of the project management capability has commenced, which will be developed in line with the progression of the new project framework.

5.3 Full engagement with staff and departments across the organisation continues ensuring the involvement of all key stakeholders and to allow end users input into the development and implementation of the system.

5.4 The Aspireview system was used to facilitate the Quarterly Performance Review meeting for quarter 1 but it is intended that InPhase will be used for the quarter 2 meeting, scheduled in November.

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 2016/2017 budget setting process which established a total budget requirement of £97.413 million. As at the end of June 2016 actual expenditure was £26.946 million compared to a profiled budget of £27.239 million resulting in a £0.293 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 2016/2017 is £14.3 million.
- 9.2 The cost of delivering services which contribute to the performance achievements comprise goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch-based staff that provide emergency response as well as prevention services.
- 9.3 The full year budget for smoke alarms and other supporting materials in 2016/2017 is £365,900. Actual expenditure as at the end of June 2016 was £54,600. Expenditure for the first quarter is in line with the profiled budget.

BACKGROUND PAPERS

‘The Plan 2016-19’ Strategic Objectives – Level 2 Action Plans.
Corporate Action Plan updates.

Corporate Risk Quarter 1 Position Statement July 2016/19 (exception report).

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

PHIL LOACH
CHIEF FIRE OFFICER

Performance Indicator Performance – Quarter One 2016/17

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.

Overall assessment of performance:

- Over performance against the tolerance levels

PI 1		The Risk Based Attendance Standard Target: under 5 minutes Actual: 4 minutes 40 seconds Over performance against the tolerance levels
<p>The median attendance time to high-risk (Cat 1) incidents in Q4 is 4 minutes 40 seconds, an improvement of 7 seconds compared to the previous quarter and an all-time low. Reaction times have remained stable.</p> <p>Attendance times for Category 2, 3 & 4 incidents remain well within target:</p> <ul style="list-style-type: none"> • Category 2: 5 minutes 31 seconds (target is under 7 minutes) • Category 3: 4 minutes 54 seconds (target is under 10 minutes) • Category 4: 6 minutes 52 seconds (target is under 20 minutes) 		




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.


Overall assessment of performance:

- Performance is within the tolerance levels

PI 2		The number of accidental dwelling fires Forecast YTD: 429 (409 – 439) Actual to date: 359 Over performance against the tolerance levels
359 accidental dwelling fires at the end of Q1 is the lowest number on record, and 50 fewer incidents than quarter 1 2015/16. The 106 incidents that occurred during in May was particularly low compared to other months. More than 100 incidents were in purpose-built flats but there were also 90 incidents in semi-detached houses. 217 of the fires started in the kitchen, representing just over 60% of all incidents.		
PI 3		Injuries from accidental fires in dwellings (taken to hospital for treatment) Forecast YTD: 17 (14 – 19) Actual to date: 18 Performance is within the tolerance levels
There were 18 injuries from accidental fires in dwellings (taken to hospital for treatment) in Q1, one above the target of 17 but within the tolerance levels. Five of the injuries occurred in Sandwell and six in the Bushbury South and Low Hill ward (Low Hill and Scotlands LANA) in Wolverhampton, four of which resulted from a single incident.		
PI 4		The number of deaths from accidental dwelling fires Forecast YTD: N/A Actual to date: 2
Two fatalities were experienced as a result of accidental dwelling fires during April, both female and both occurred in Birmingham (one victim was bed-ridden). Both properties had smoke alarms (with long-life batteries) that failed to operate. One alarm did not detect the smoke, the other had a defective battery.		

PI 5		<p>The percentage of Home Safety Checks referred by our partners Forecast YTD: 40% Actual to date: 39.4% Performance is within the tolerance levels</p>						
<p>Analysis has shown that the highest risk Safe & Well (S&W) visits are predominantly the result of referrals from partner agencies. Despite an improvement over the previous quarters, the target of 40% has not quite been achieved. Commands are continuing to place an emphasis on developing and maintaining effective partnership referral pathways and all commands have achieved more than 30% referrals, with Coventry and Solihull Command achieving 48.5% and Black Country North Command achieving 46% in Q1.</p>								
PI 6		<p>The number of Safe & Well Visit points achieved by the Brigade Forecast YTD: 45000 Actual to date: 52210 Over performance against the tolerance levels</p>						
<p>The target for Safe & Well (S&W) points for 2016/17 is based on the capacity of crews to achieve 1 S&W visit per day per appliance. During Q1, crews achieved 1.21 visits per appliance per day compared with 0.97 during Q4 2015-16.</p> <p>6,586 S&W visits were completed during Q1, which is significantly higher than the number delivered during Q4 2015-16 of 5,300.</p> <p>The average points score per visit has also improved:</p> <table><tr><td>2016-17 Q1</td><td>= 7.94</td></tr><tr><td>2015-16 Q4</td><td>= 7.59</td></tr><tr><td>2015-16 Q3 Nov + Dec</td><td>= 7.80</td></tr></table> <p>NB. During 2015-16 the points scoring system was revised making comparison with previous years inappropriate.</p>			2016-17 Q1	= 7.94	2015-16 Q4	= 7.59	2015-16 Q3 Nov + Dec	= 7.80
2016-17 Q1	= 7.94							
2015-16 Q4	= 7.59							
2015-16 Q3 Nov + Dec	= 7.80							
PI 7		<p>The number of people killed or seriously injured (KSI) in road traffic collisions Forecast YTD: Not applicable Actual to date: Not available</p>						
<p>There are currently no figures available for Q1 2016/17 due to the continued delays experienced with obtaining such data (approximately 6 months behind). The Road Safety data for the period January to December 2015 indicates 970 KSI (this is now completed data). So far for financial year 2015/16 there have been 746 KSI (data is missing from January, February and March).</p>								

PI 8		The number of arson fires in dwellings Forecast YTD: 47 (42 – 49) Actual to date: 51 Under performance against the tolerance levels
<p>The number of arson dwelling fires in Q1 is 51, two higher than the upper tolerance level. This is higher than Q1 last year, which was particularly low (36 incidents). It is worth considering that the figures was more than double in 2011, when there were 133 arson dwelling fires. There were no particular hotspots or patterns, with incidents relatively spread out across the West Midlands, with approximately half occurring Birmingham.</p>		
PI 9		The number of arson fires in non-domestic premises Forecast YTD: 32 (29 – 33) Actual to date: 53 Under performance against the tolerance levels
<p>The number of incidents of arson in non-domestic properties in Q1 is up from 27 this time last year to nearly double that in 2016, and 20 incidents above the upper tolerance level. It should be noted that this stretching target will be difficult to achieve by year-end without a significant reduction in the number of incidents throughout the rest of the year. These incidents are more likely to occur at weekends, with 13 taking place on Saturday, and six on a Sunday. 17 incidents were recorded in HMP Birmingham (five in May and 12 in June).</p>		
PI 10		The number of arson vehicle fires Forecast YTD: 166 (149 – 174) Actual to date: 191 Under performance against the tolerance levels
<p>191 deliberate vehicle fires in Q1 represents the highest figure since 2011 when there were 226 incidents. Performance is higher than the upper tolerance level of 174. Incidents have happened across the West Midlands with no particular geographical hotspots identified this quarter, although Wolverhampton with just five incidents is relatively low compared to other authority areas.</p>		
PI 11		The number of arson rubbish fires Forecast YTD: 595 (566 – 607) Actual to date: 494 Over performance against the tolerance levels
<p>Approximately 100 incidents below the target and the lowest total for Q1 for several years. Similar to arson vehicle fires, the majority of incidents occur in the early evening and at night. Incidents tend to happen across the West Midlands, although Solihull only experienced ten incidents during the quarter. April and June experienced above average rainfall, helping to reduce the number of incidents.</p>		

PI 12		The number of arson fires in derelict buildings Forecast YTD: 49 (44 – 51) Actual to date: 61 Under performance against the tolerance levels
There were 61 arson fires in derelict buildings in Q1, which is ten over the upper tolerance level. 17 incidents in April and 14 in May increased to 30 in June. 19 incidents occurred in Sandwell which is relatively high.		

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.



Overall assessment of performance:

- Over performance against the tolerance levels


PI 13		The number of accidental fires in non-domestic premises Forecast YTD: 116 (104 – 121) Actual to date: 103 Over performance against the tolerance levels
103 accidental fires in non-domestic premises in Q1, is just below the lower tolerance level by one incident. This reflects the continuing year-on-year reductions observed in recent years and the figures is the lowest recorded in the first quarter for some time. The ward with the highest number of incidents was Nechells with 12, which is much higher than the next highest ward with three incidents.		
PI 14		The number of false alarm calls due to fire alarm equipment Forecast YTD: 1348 (1281 – 1375) Actual to date: 1334 Performance is within the tolerance levels
The number of false alarm calls due to fire alarm equipment for Q1 is one incident below the lower tolerance level. The continuing good performance within this area is largely due to the contribution made by the Business Support Vehicles.		





People Support Services

PI 15		<p>The percentage of employees that have disclosed their disabled status Target: 100% Actual to date: 89% Under performance against the tolerance levels</p>
<p>The percentage of staff who have disclosed their disability status has remained the same during Q1 at 89%.</p>		
PI 16		<p>The number of female uniformed staff Target: 75 (71 – 79) Actual to date: 75 Performance is within the tolerance levels</p>
<p>Progression and retention continues to be a focus through our positive action strategy. There are 75 female uniformed staff; two members of staff have returned to Hereford & Worcester FRS and one member of staff has transferred to another FRS. No female staff are due to retire until 2019. The firefighter recruitment campaign is to commence in October 2016. Positive action activity has commenced and will be running to the end of September.</p>		
PI 17		<p>The percentage of all staff from ethnic minority communities Target: 10.0 (9.5 – 10.5) Actual to date: 10.1 Performance is within the tolerance levels</p>
<p>This indicator has been redefined: 'White Irish' and 'White – any other White background' are to be categorised as 'White', not as 'BME'. This is to bring the Service into line with national and local recording. As a result, the percentage of staff reported as from ethnic minority communities has decreased slightly: 2015/16: 9.8% (previously 13.3%) 2014/15: 9.7% (previously 13.59%) 2013/14: 9.6% (previously 13.63%) It should be noted that the percentage of staff from BME communities has changed little over time. The firefighter recruitment campaign is to commence in October 2016. Positive action activity has commenced and will be running to the end of September.</p>		
PI 18		<p>The average number of working days/shifts lost due to sickness – uniformed employees Target: 1.49 (1.41 – 1.56) Actual to date: 1.45 Performance is within the tolerance levels</p>
<p>Uniformed sickness is on target and has reduced by 7% compared to Q4 2015/16. The number of days/shifts lost due to long-term sickness accounted for 68.9% of all sickness. The number of members of staff on restricted duties had reduced from 28 to 23.</p>		

PI 19		The average number of working days/shifts lost due to sickness – non-uniformed and Fire Control staff Target: 1.63 (1.55 – 1.72) Actual to date: 1.63 Performance is within the tolerance levels
Non-Uniformed and Fire Control sickness has decreased by 6%. The Service continues to monitor and plan for the continued reduction in non-uniform sickness. The months reported within Q1 have been slightly higher than previous months but the PI remains on target. Targeted discussion with managers at team meetings around sickness issues will continue to ensure that appropriate support and monitoring of sickness is in place.		
PI 20		The average number of working days/shifts lost due to sickness – all staff Target: 1.52 (1.44 – 1.60) Actual: 1.50 Performance is within the tolerance levels
The average number of working days / shifts lost due to sickness for all staff is on target and has reduced by 6% since Q1 in 2015/16.		

Safety, Health and Environment

PI 21		The total number of injuries Forecast YTD: 36 (34 – 38) Actual to date: 39 Under performance against the tolerance levels
<p>The total number of injuries were down in Q1 from 41 to 39 compared to the same period during 2015/16 but are slightly above the upper tolerance figure.</p> <p>The three main causes were: Slips, trips, falls: 8 (21%) Manual handling: 5 (13%) Struck by: 5 (13%)</p> <p>14 injuries (36%) occurred at incidents and 25 (64%) were non-incident related, i.e. a controlled environment.</p> <p>Breakdown of injuries by Command: Birmingham 15 Black Country North 7 Black Country South 3 Coventry and Solihull 4 Non Commands 10</p> <p>By age, the main categories were: 31-40 16 injuries 41-50 14 injuries</p>		

PI 22		The total number of RIDDOR injuries Forecast YTD: 5 Actual to date: 3 Over performance against the tolerance levels
<p>The total number of RIDDOR injuries during Q1 has reduced from eight injuries during Q1 2015/16 to three injuries this quarter.</p> <p>The three RIDDOR reports were all non-incident related and have been followed up locally.</p>		
PI 23		To reduce the Fire Authority's carbon emissions Forecast YTD: N/A Actual to date: N/A
This indicator is reported on annually in quarter 4 of each year.		
PI 24		To reduce gas use of Fire Authority premises Forecast YTD: 2,423.9MWh Actual to date: 2,079.4MWh Over performance against the tolerance levels
Data for PI 24 is provisional due to experiencing technical difficulties.		
PI 25		To reduce electricity use of Fire Authority premises Forecast YTD: 1,363.7MWh Actual to date: 1,338.8MWh Performance is within the tolerance levels
Data for PI 25 is provisional due to experiencing technical difficulties.		

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY
SCRUTINY COMMITTEE WORK PROGRAMME 2016/17**

Date of Meeting	Item	Responsible Officer	Completed
2016			
05 September 2016	<p>Analysis of Progress of Corporate Performance against The Plan for Quarter 1 2016/2017</p> <p>Update on the progress of the Data Sharing Review</p> <p>Update on the reviews of Partnerships and Safeside</p> <p>Consideration of Work Programme</p>	<p>Director of Service Delivery</p> <p>Chair Of Scrutiny Committee</p> <p>Director of Service Delivery</p> <p>Chair Of Scrutiny Committee</p>	
10 October 2016	Dispute Resolution Monitoring	Strategic Enabler People Support Services	

Date of Meeting	Item	Responsible Officer	Completed
14 November 2016	<p>Consideration of Scoping Document for Review of XXXXX</p> <p>Analysis of Progress of Corporate Performance against The Plan for Quarter 2 2016/2017</p> <p>Diversity, Inclusion, Cohesion & Equality Quarterly Update – Quarters 1 & 2 2016/17</p> <p>Update on progress of the Data Sharing Review</p>	<p>Director of Service Delivery</p> <p>Director of Service Delivery</p> <p>Strategic Enabler People Support Services</p> <p>Chair of Scrutiny Committee</p>	

[IL0: UNCLASSIFIED]
August 2016

2017			
Date of Meeting	Item	Responsible Officer	Completed
20 February 2017	Analysis of Progress of Corporate Performance against The Plan for Quarter 3 2016/2017	Director of Service Delivery	
27 March 2017	Dispute Resolution Monitoring Report Consideration of the Annual Report of the Scrutiny Committee Report on the Data Sharing Review	Strategic Enabler People Support Services Chair of Scrutiny Committee Chair Of Scrutiny Committee	
05 June 2017	Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2016/2017 Diversity, Inclusion, Cohesion & Equality Quarterly Update – Quarters 3 & 4 2016/17 Annual Report of the Scrutiny Committee	Director of Service Delivery Strategic Enabler People Support Services Chair of Scrutiny Committee	

To report as appropriate:

- Review of data sharing practices

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