

# West Midlands Fire and Rescue Authority

## Scrutiny Committee

**You are summoned to attend the meeting of Scrutiny Committee to be held on  
Wednesday, 27 February 2019 at 10:00**

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

**for the purpose of transacting the following business:**

## Agenda – Public Session

- |   |  |                |
|---|--|----------------|
| 1 | To receive apologies for absence (if any)                                    |                |
| 2 | Declarations of interests  |                |
| 3 | Minutes of the Scrutiny Committee held on 14.11.18                           | <b>3 - 14</b>  |
| 4 | Analysis of Progress of Quarterly Performance Against The Plan Qtr 3 2018-19 | <b>15 - 30</b> |
| 5 | West Midlands Fire Service - Call Challenge                                  | <b>31 - 36</b> |
| 6 | Update on the Review of Safeguarding (verbal update)                         |                |
| 7 | Scrutiny Committee Work Programme 2018-19                                    | <b>37 - 40</b> |

### **Distribution:**

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

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Minutes of the Scrutiny Committee

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

**Present:** Councillor Tranter (Chair).  
Councillors Barlow, Barrie, Brackenridge, and  
Spence.

**Apologies:** Councillors Jenkins and Young  
S Middleton

**Observer:** Nil

**30/18 Declarations of Interest in contracts or other matters**

There were no declarations of interest.

**31/18 Minutes of the Scrutiny Committee held on 10 October 2018**

**Resolved** that the minutes of the meeting held on the 10 October 2018 be approved as a correct record.

**32/18 Analysis of Progress of Quarterly Performance Against The Plan Quarter Two 2018/19**

Gary Taylor, Assistant Chief Fire Officer provided an overview of the report:

PI 1 The risk based attendance standard: performance was below target and below the lower tolerance (rated blue) with a quarterly figure of 4 minutes 43 seconds.

Attendance times for category two, three and four incident types remained well within the respective targets:

- Category 2 incident types: 5 minutes 22 seconds (target is under 7 minutes)
- Category 3 incident types: 4 minutes 55 seconds (target is under 10 minutes)
- Category 4 incident types: 6 minutes 53 seconds (target is under 20 minutes)

The Service was over performing against the performance indicator, particularly in relation to category two, three and four incident types. This was relevant to the revised strategy options.

PI 2 The number of accidental dwelling fires: there had been 831 incidents year to date, close to the upper tolerance level. However, the number of incidents had reduced since October, and the Service was generally bucking the national trend of an increase in the number of accidental dwelling fires.

PI 3 Injuries from accidental fires in dwellings (taken to hospital for treatment): there had been 18 injuries compared to a target of 30, and therefore performance was below target and the lower tolerance level (rated blue).

PI 4 The number of deaths from accidental dwelling fires: there had been three fatalities experienced year to date, which was the lowest amount for a number of years (it was acknowledged that one fatality, was one too many). Serious incident reviews were being undertaken to identify underlying causes for such incidents.

PI 5 The percentage of Safe and Well visits referred by our partners: performance was below target and below the lower tolerance level (rated red). Referrals had dipped over the last six months. There was a need to understand the underlying causes and findings would be reported back to the Committee.

PI 6 The number of Safe and Well points achieved by the Service: 167,381 Safe and Well points had been achieved,

above the target and the upper tolerance level (rated blue). The number of points reflected the quality of the Safe and Well visits.

PI 7 The number of people killed or seriously injured (KSI) in road traffic collisions: delays with the data continued. The number of incidents had started to plateau and decline, however the Service was not aware of the full picture. The Service was tying in with the West Midlands Combined Authority Road Safety Strategy and focussing on black spots and where drivers came from.

PI 8 The number of deliberate fires in dwellings: there had been 127 incidents experienced year to date, above target and above the upper tolerance level (rated red). It was the highest number of incidents since quarter two 2013/14. Although it was a significant spike, no trends had been identified. The reasons for the increase was being explored.

PI 9 The number of deliberate fires in non-domestic premises: performance was below the target and below the lower tolerance level (rated blue). This classification of premises included care homes so a life risk could be present. It was noted that if arson / deliberate fire setting was an issue (as highlighted in PI 8), there would be an expectation to observe similar increases within this area as well.

PI 10 The number of deliberate vehicle fires: performance was below target and within the tolerance levels. There had previously been an issue with these types of incidents, however work with the Local Authorities was having an effect (such as target hardening hot spots).

PI 11 The number of deliberate rubbish fires: performance was below the target and below the lower tolerance level.

PI 12 The number of deliberate fires in derelict buildings: performance was below the target and below the lower tolerance level.

It was noted that both deliberate rubbish fires and deliberate fires in derelict buildings had been proactively managed via the arson plan and continued to be monitored. The decrease

in the number of deliberate fires in derelict buildings reflected the work the Service had carried out with Local Authorities with the support of the Fire Authority.

PI 13 The number of accidental fires in non-domestic premises: performance was above target but within the tolerance levels (rated green). A reduction in the number of incidents had been observed.

PI 14 The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises: performance was above target and above the upper tolerance level. Such incidents were often a waste of resources or very small fires. It was noted that the tolerance levels may need to be reassessed, particularly as a result of an increase in the number of alarms and an increasing consciousness of infrastructure by premises owners / managers.

Helen Sherlock, Senior Business Partner, People Support Services provided an overview of the people related performance indicators:

PI 15 The percentage of employees that have disclosed their disabled status: performance remained relatively constant with a disclosure rate of 93.9%. Performance was with the tolerance levels (rated green).

PI 16 The number of female uniformed staff: performance was just one below target and within the tolerance levels (rated green).

PI 17 The percentage of all staff from Black Minority Ethnic (BME) communities: performance was just 0.1% below the target and within the tolerance levels (rated green).

PI 18 The average number of working days / shifts lost due to sickness – all staff: performance was above the target and the upper tolerance level (rated red). The recording of sickness data had improved since the previous quarter. A concentrated piece of work was being carried out by the Business Partners to support managers and address this area of concern.

PI 19 The average number of working days / shifts lost due to sickness – uniformed and Fire Control staff: performance was above the target but within the tolerance levels (rated green). The recording of sickness data had improved compared to the previous quarter.

Work was ongoing with the ICT department to generate an automated email to notify managers of sickness alerts.

It was noted that it was important to record sickness data to allow trends and patterns to be identified.

PI 20 The average number of working days / shifts lost due to sickness – non-uniformed staff: performance was above the target and the upper tolerance level (rated red). A 31.6% increase had been observed compared to the same period during 2017/18. Business Partners had been tasked with identifying and understanding the increase in sickness.

PI 21 The total number of injuries: performance was above the target and above the upper tolerance level (rated red). Work was being carried out to explore the reasons in more detail and to identify solutions to enable the performance indicator to be brought back to within the target / tolerance levels. It was noted that the Service encouraged staff to report injuries and near hits and that there was a good health and safety culture across the organisation.

PI 22 The total number of RIDDOR injuries: performance was slightly below target and within the tolerance levels (rated green).

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

- A partnership referral could be defined as any referral from a charity, health organisation, hospital, etc.
- Referral pathways were set up and would be monitored. The Service realised that partnership referrals comprised referrals related to the most vulnerable people.

- Councillors could assist with increasing the number of partnership referrals. The success of the work with Councillors regarding derelict buildings showed what could be achieved. Officers would like to examine the underlying causes that have led to the decrease in partnership referrals in more detail and then to identify ways in which Councillors could assist.
- All Members were encouraged to attend the Command area briefings.
- In reference to PI 14 The number of false alarms due to fire alarm equipment in dwellings and non-domestic premises, it was noted that hospitals were allowed an agreed amount of alarms due to the complexities of such buildings. In general, such incidents were call challenged by Fire Control (such as asking people to check premises, etc), and attended by Business Support Officers, protecting the Pump Rescue Ladder (PRL) appliances.
- ACFO Gary Taylor agreed to provide a breakdown and profile of call challenge to Members.
- Mental health was the top cause of sickness for uniformed and Fire Control staff. The Service did not know if mental health was necessarily work related as there could be a complex range of reasons, and sometimes there could be a cross over between work and home related issues. The Service was working with Occupational Health to understand this area in more detail.
- The Wellbeing Strategy had been developed and the Service had committed resources to mental health first aiders, as well as the Blue Light Programme. It was noted that this was an issue not confined simply in terms of sickness, but also support for those who remained at work.
- It was important to educate staff so that they were aware of the reasons why sickness recording was important, why the Service had to monitor sickness (duty of care), and that it allowed the Service to tailor support for individuals.
- In relation to PI 21 The total number of injuries: it had been noted that 5 near hit reports had been raised



regarding Breathing Apparatus communications.  
Further information was requested around this.

**Resolved** that the Committee noted:

- the status of the Service's key performance indicators in the second quarter of 2018/2019
- the progress made in delivering the three strategic priorities contained in The Plan 2018-2021
- the update on the performance information system.

It was agreed that:

- a breakdown and profile of call challenge would be provided to Members
- in relation to PI 21 The total number of injuries, further information regarding breathing apparatus communications would be provided to Members.

### **33/18 Scrutiny of Positive Action and Firefighter Recruitment**

Tristan Dugdale-Pointon, Business Partner, Diversity, Inclusion, Cohesion, and Equality (DICE) team, provided an overview of the report:

In support of the Service's vision in having a workforce that was reflective of the working population, the Service had set the following ambitions:

- 2017/18:
  - 20% of new starters will be women
  - 35% of new starters will be from Black Minority Ethnic (BME) backgrounds
- 2018/19:
  - 40% of new starters will be women
  - 35% of new starters will be from BME backgrounds
- 2019/20:
  - 50% of new starters will be women

- 35% of new starters will be from BME backgrounds
- 2020/21 onwards:
  - 60% of new starters will be women
  - 35% of new starters will be from BME backgrounds

Outcomes of the review had observed the change in approach by the Service to firefighter recruitment, from a campaign based approach, to one that was continual and sustained. This meant that the Service's positive action now drove its recruitment activity.

The Service had developed and implemented a suite of pre-recruitment activities that were available to prospective and current candidates. The activities were aimed to remove some of the traditional barriers experienced by under-represented groups.

Additionally, there were pre-recruitment 'light' activities targeted to those under-represented groups in preparation for assessment. These included fitness sessions, interview skills input, confidence building and team work activities.

The approach to the assessment of firefighters had evolved, with a focus on the measurement of behaviours, attitude and a candidate's ability to interact with a diverse group of people. The assessment days included behavioural based interviews, role play exercises and group discussions. Additionally, staff who were part of the interview panels had been trained in unconscious bias.

Since April 2018, the Service had employed 54 new entrant firefighters, 25 of whom were women (representing 46%), and 15 people from BME backgrounds (representing 28%). This represented a significant increase compared to previous recruitment activity.

**Resolved** that the Committee noted the progress made in relation to the review of positive action and firefighter recruitment.

**Resolved** that the Committee approved the completion of the review.

Members welcomed the progress that had been made and thanked all who had been involved.

### 34/18 **Diversity Inclusion Cohesion Equality Update**

Tristan Dugdale-Pointon, Business Partner, Diversity, Inclusion, Cohesion, and Equality (DICE) team, provided an overview of the report:

The Service had been engaging with the Home Office and in particular the Fire Reform Unit since mid-2017. As a result, the Service had been highlighted for best practice in the launch of the Fitness Guide which formed part of the national awareness campaign.

The Service was actively engaging with a number of Fire and Rescue Services, sharing its approach and best practice with regard to attraction and selection activities.

Work continued on updating Diversity Inclusion Cohesion Equality (DICE) policies. The Dignity at Work policy had been updated in line with feedback from Stonewall to ensure it was fully Lesbian, Gay, Bisexual and Transgender (LGBT) inclusive. Additionally, the Transgender policy had been published.

The Equality Impact Assessment (EIA) process was being modernised to allow greater analysis around EIAs and accountability. The introduction of the revised EIA system would be supported by the delivery of workshops and an e-learning package.

The Service joined the NHS Partners' Programme in July 2018 which brings organisations together to share best practice around diversity and inclusion. The Service was the only non-NHS organisation on the programme.

The DICE team had developed an unconscious bias workshop which had been delivered to over 100 employees from a variety of stations and departments.

The four stakeholder groups; Affinity, the Asian Fire Service Association (AFSA), Fire Out and Inspire continued to gather momentum and terms of reference and deliverable objectives were under development.

The Service hosted the AFSA spring conference in May 2018. The best practice and progress in the recruitment of a diverse workforce by the Service was highlighted with the DICE team presenting one of the key breakout sessions.

The Service was continually examining ways to overcome barriers for individuals wishing to join and continued to monitor progress in areas such as issues faced by the Sikh community.

The Service had been involved a number of events held across the county including Birmingham Pride in May, and the Windrush Public Services Community Day held at Tally Ho in June.

Stations across the Service continued to carry out a range of activities such as Ward End Fire Station hosting dyslexia support groups, Highgate Fire Station attending Eid celebrations in June, and members of the deaf signing team supporting the sign2sing project in local schools.

Declaration rates of staff remained high with 93% of all employees having declared their disability status (3.8% of whom had declared that they had a disability).

83% of all employees had declared their sexual orientation although 17% had declared 'prefer not to say'.

In terms of internal progression, 40% of all uniformed posts were Crew Commander or above, 27% of female uniformed staff held a position of Crew Commander or above, compared to 41% of male uniformed staff.

58% of all non-uniformed posts were above at grade eight or above. 44% of female non-uniformed staff were in positions above a grade eight, compared to 74% of male non-uniformed staff.

The Service was developing an internal positive action plan.

Members applauded the work undertaken by the Service.

**Resolved** that the Members noted the progress made by the Service in relation to DICE during the last 6 months.

### 35/18 **Operational Assessment Improvement Register**

Karen Gowreesunker, Clerk to the Authority and Strategic Enabler, Strategic Hub, provided an overview of the report:

Of the 36 areas for consideration (38 including sub-areas 14a, b and c) within the Improvement Register and noted by the Committee at its March 2018 meeting:

- Five areas for consideration had been completed in addition to the 18 areas for consideration already classed as completed, having required no further action prior to the October 2017 meeting of the Committee.
- Seven areas for consideration had been addressed since the Committee meeting in March and had been classed as completed, requiring no further action for the purposes of the Improvement Register.
- 30 areas for consideration had now been classed as completed.
- Work was ongoing against eight areas for consideration. Progress made in those areas was as expected and on target.

The next update of the Improvement Register was scheduled to be submitted to the Committee at its March 2019 meeting.

### 36/18 **Scrutiny Committee Work Programme 2018-19**

It was noted that the Work Programme had been amended to reflect the change in submission of the Operational

Assessment Improvement Register (as noted at the October 2018 meeting of the Committee).

The Committee noted the Work Programme for 2018/19.

The meeting finished at 11:29am.

Contact Officer: Stephen Timmington Strategic Hub West Midlands Fire Service 0121 380 6680
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**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**SCRUTINY COMMITTEE**

**27 FEBRUARY 2019**

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

Report of the Chief Fire Officer.

**RECOMMENDED**

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

2. **PURPOSE OF REPORT**

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

3. **BACKGROUND**

The third Quarterly Performance Review meeting of 2018/2019 was held on 5 February 2019. This quarterly meeting, attended by members of the Strategic Enabling Team and other key stakeholders, provides a joined up method of managing performance and provides assurance around the ongoing performance of 'The Plan'.

4. **PERFORMANCE INDICATORS**

- 4.1 The setting of targets against the operational and other performance indicators enables the Service to define in key areas the improvements which contribute to making the West Midlands safer, stronger and

healthier, and to manage the resources allocated to this work. The Service continues to improve and meet targets across a range of indicators.

#### 4.2 Appendix 1 details the performance against our:

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

#### 4.3 Service Delivery Performance Indicators

##### 4.3.1 Response:

- PI 1 – the risk based attendance standard; performance continues to be positive, with the targets having been met for all four categories of incident type. The performance is rated as over performance against the tolerance levels (blue).
- Average attendance times for Category 1 incidents (the most critical and important of the four categories) is 4 minutes 43 seconds in quarter three, the same figure as per the previous two quarters.
- 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 nine seconds) – the target is under 7 minutes.
  - Category 3 Incident Type: 4 minutes 58 seconds (an increase of three seconds) – the target is under 10 minutes.
  - Category 4 Incident Type: 6 minutes 36 seconds (a decrease of seventeen seconds) – the target is under 20 minutes.

##### 4.3.2 Prevention:

- There are four areas where over performance has been demonstrated against the tolerance levels (blue):
  - PI 6 The number of Safe and Well points achieved by the Brigade.



- PI 9 The number of deliberate fires in non-domestic premises.
- PI 11 The number of deliberate rubbish fires.
- PI 12 The number of deliberate fires in derelict buildings.
- The performance indicators for the following areas demonstrate performance is within the tolerance levels (green):
  - PI 2 The number of accidental dwelling fires.
  - PI 3 Injuries from accidental fires in dwellings, taken to hospital for treatment.
  - PI 8 The number of deliberate fires in dwellings.
  - PI 10 The number of deliberate vehicle fires.
- There is one area where under performance has been demonstrated against the tolerance levels (red):
  - PI 5 The percentage of Safe and Well visits referred by our partners.
- The following two performance indicators do not have a performance rating assigned:
  - PI 4 The number of deaths from accidental fires in dwellings.
  - PI 7 The number of people killed or seriously injured in Road Traffic Collisions.

#### 4.3.3 Protection:

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

#### 4.4 People Support Services Performance Indicators

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

- PI 15 – The percentage of employees that have disclosed their disabled status.
- PI 16 – The number of female uniformed staff.
- PI 17 – The percentage of all staff from black and ethnic minority (BME) communities.
- PI 17a – The percentage of uniformed staff from BME communities

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

- PI 18 – The average number of working days/shifts lost due to sickness (all staff).
- PI 19 – The average number of working days/shifts lost due to sickness (uniformed and Fire Control staff).
- PI 20 – The average number of working days/shifts lost due to sickness (non-uniformed employees).

#### 4.5 Safety, Health and Environment Performance Indicators

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

- PI 21 – The total number of injuries
- PI 22 – The total number of RIDDOR injuries.

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

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

## 5. **PERFORMANCE MANAGEMENT SYSTEM**

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

## 6. **CORPORATE RISK**

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

## 7. **EQUALITY IMPACT ASSESSMENT**

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

## 8. **LEGAL IMPLICATIONS**

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

## 9. **FINANCIAL IMPLICATIONS**

- 9.1 The level of response, protection and prevention resources required to achieve the targets for the operational indicators shown in Appendix 1 were considered as part of the Authority's 2018/2019 budget setting process which established a total budget requirement of £95.477 million. As at the end of December 2018 actual expenditure was £73.059 million compared to a profiled budget of £73.095 million resulting in a £0.036 million underspend.
- 9.2 The delivery of services which contribute to the performance achievements comprise of goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch based staff that provide emergency response as well as prevention services.
- 9.3 The full year budget for smoke alarms and other supporting materials in 2018/2019 is £341,800. Actual expenditure as at the end of December 2018 was £296,400. Expenditure for the third quarter is in line with the profiled budget.

## 10. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

## **BACKGROUND PAPERS**

'The Plan 2018-21' Strategic Objectives.

Corporate Action Plan updates.

Corporate Risk Position Statement Quarter 3 2018/19 (exception report).

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

PHIL LOACH  
CHIEF FIRE OFFICER


**Performance Indicator Performance – Quarter Three 2018/19**

<b>Key:</b>	
<b>Blue</b>	<b>Over performance against the tolerance levels</b>
<b>Green</b>	<b>Performance is within the tolerance levels</b>
<b>Red</b>	<b>Under performance against the tolerance levels</b>

**Response**

Our response priorities focus on dealing excellently with emergency incidents:



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




<b>PI 1</b>		<b>The Risk Based Attendance Standard</b> Target: under 5 minutes Actual: 4 minutes 43 seconds <b>Over performance against the tolerance levels</b>
<p>The median attendance time to high-risk (Cat 1) incidents in quarter three was 4 minutes 43 seconds, the same as the previous two quarters.</p> <p>Attendance times for Category 2, 3 &amp; 4 incidents remain well within target:</p> <ul style="list-style-type: none"> <li>• Category 2: 5 minutes 31 seconds (target is under 7 minutes)</li> <li>• Category 3: 4 minutes 58 seconds (target is under 10 minutes)</li> <li>• Category 4: 6 minutes 36 seconds (target is under 20 minutes)</li> </ul>		




## Prevention

Our prevention priorities focus on making safer, healthier communities:

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

<b>PI 2</b>		<b>The number of accidental dwelling fires</b> Forecast YTD: 1216 (1120 – 1277) Actual to date: 1203 <b>Performance is within the tolerance levels</b>
<p>Accidental dwelling fires for quarter three 2018/19 are 17% below target for the quarter and 1.3% below target for the year. The number of incidents for quarter three (372) represent the lowest number in a single quarter since our records began in 1998/99.</p> <p>Due to the reduction of incidents, a data quality check was carried out on a small number of incidents. While no errors were found, a much larger data quality check will be completed at the end of the financial year to ensure that the figures over this quarter are correct.</p>		
<b>PI 3</b>		<b>Injuries from accidental fires in dwellings (taken to hospital for treatment)</b> Forecast YTD: 43 (33 – 50) Actual to date: 35 <b>Performance is within the tolerance levels</b>
<p>There were 17 injuries at accidental dwelling fires during quarter three 2018/19, three incidents above the target for the quarter but within the tolerance levels for the year.</p> <p>Seven injuries were recorded in both November and December, the highest monthly totals since September 2017 in which eight injuries had been recorded.</p> <p>The majority of injuries were caused as a result of the casualty attempting to fight the fire.</p>		


<b>PI 4</b>		<b>The number of deaths from accidental dwelling fires</b> Forecast YTD: N/A Actual to date: 4
<p>There was one fatality due to accidental dwelling fires during quarter three.</p> <p>The incident occurred within the Black Country South Command Area. The individual was over 65 years old. The suspected cause of the fire was attributed to an old electric blanket.</p>		
<b>PI 5</b>		<b>The percentage of Safe and Well visits referred by our partners</b> Forecast YTD: 55% (55% - 57.5%) Actual to date: 47.4% <b>Performance is below the tolerance levels</b>
<p>The percentage of Safe and Well visits referred by our partners during quarter three was 47.4%, below the target of 55%, and representing a slight reduction compared to the quarter two figure of 49.9%.</p> <p>Monthly breakdown:</p> <p>October – 46.4%  November – 51.3%  December – 44.0%</p>		
<b>PI 6</b>		<b>The number of Safe &amp; Well points achieved by the Brigade</b> Forecast YTD: 225,000 Actual to date: 238,091 <b>Over performance against the tolerance levels</b>
<p>238,091 Safe &amp; Well points were achieved during quarter three, over 13,000 points above the target year to date. 70,337 points were achieved during quarter three, 4663 points below the quarterly target.</p> <p>The new Tymly system was introduced in the Black Country South Command Area during quarter two. 1028 visits were completed using the system (compared to 556 during the previous quarter). Tymly uses an updated risk model and does not record Safe and Well points. If it was assumed that these visits accrued the average number of Safe and Well points for the command during the quarter, these visits would have added 8327 points to the quarterly total.</p> <p>There were a total of 10,137 visits carried out during the quarter, equating to 1.9 per appliance per 24 hours.</p>		

<b>PI 7</b>		<p><b>The number of people killed or seriously injured (KSI) in road traffic collisions</b></p> <p>Forecast YTD: Not applicable</p> <p>Actual to date: 452 (not up to date)</p>
<p>Delays continue in the provision of figures for this performance indicator (data has been received up to September 2018). At the time of writing, figures indicate 452 people killed or seriously injured in road traffic collisions year to date. There had been a slight reduction in quarter two when compared with the quarter one and reduction of 51 incidents (19%) when compared to quarter two 2017/18.</p> <p>There were four fatal collisions during July 2018, occurring in Birmingham, Coventry (two) and Sandwell. There were two fatal collisions during August, both in Wolverhampton, and two fatal collisions during September occurring in Dudley and Solihull.</p>		
<b>PI 8</b>		<p><b>The number of deliberate fires in dwellings</b></p> <p>Forecast YTD: 159 (134 – 176)</p> <p>Actual to date: 170</p> <p><b>Performance is within the tolerance levels</b></p>
<p>The number of deliberate fires in dwellings were 21.6% below the target for the quarter and although above target for the year to date, performance was within the tolerance levels.</p> <p>The lowest number of incidents year to date were observed during the quarter, particularly due to a significant reduction in the number of incidents in November in which only 10 were recorded.</p> <p>The source of ignition was identified as 'lighted paper, rag or card, or other naked flame' for almost half of all incidents during the quarter.</p> <p>Due to the reduction of incidents, a data quality check was carried out on a small number of incidents. While no errors were found, a much larger data quality check will be completed at the end of the financial year to ensure that the figures over this quarter are correct.</p>		
<b>PI 9</b>		<p><b>The number of deliberate fires in non-domestic premises</b></p> <p>Forecast YTD: 139 (117 – 154)</p> <p>Actual to date: 100</p> <p><b>Over performance against the tolerance levels</b></p>
<p>A significant reduction in the number of deliberate fires in non-domestic premises was observed during the quarter, 17 incidents below target for the quarter and 28.1% below target year to date.</p>		




The figure for quarter three represents a 43.2% decrease compared to the number of incidents recorded during quarter three 2017/18 and a decrease of 56.2% when compared to the same period during 2016/17.

There were two incidents recorded at HMP Birmingham, representing a significant reduction compared to previous periods and one of 410 the factors in the reduction in the number of incidents that has been observed.


<b>PI 10</b>		<b>The number of deliberate vehicle fires</b>
		Forecast YTD: 671 (564 – 744) Actual to date: 618 <b>Performance is within the tolerance levels</b>

The number of deliberate vehicle fires were 7% below the target for the quarter and 8% below the year to date target. The number of incidents have only been above the monthly target on three occasions during the last 12 months; April 2018 (eight incidents above), July 2018 (six incidents above), and October 2018 (six incidents above).

<b>PI 11</b>		<b>The number of deliberate rubbish fires</b>
		Forecast YTD: 1659 (1527 – 1742) Actual to date: 1227 <b>Over performance against the tolerance levels</b>

352 incidents occurred during quarter three, reflecting performance continuing to be below the target for the quarter and below the lower tolerance level year to date (26.1% below target).

Throughout the first three quarters of the year, deliberate rubbish fires have only exceeded a monthly target once, in July, and then only by four incidents. A significant reduction in incidents was observed during December 2018 when only 83 incidents were recorded, 18.1% below the target and the lowest amount recorded in any month year to date for 2018/19. In contrast, an unusual increase was observed within the Blakenall area in Walsall. A total of 23 incidents were recorded, more than double the number of incidents recorded during the two previous quarters (nine and eight incidents respectively).

<b>PI 12</b>		<b>The number of deliberate fires in derelict buildings</b>
		Forecast YTD: 120 (101 – 132) Actual to date: 87 <b>Over performance against the tolerance levels</b>



18 incidents occurred during quarter three, with performance continuing to be below the target and the lower tolerance level (27.3% below target year to date).

Throughout the first three quarters of the year, deliberate fires in derelict buildings have only exceeded a monthly target once, in May. Only two incidents were recorded during December, the lowest monthly total on record.




## Protection

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

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

<b>PI 13</b>		<p><b>The number of accidental fires in non-domestic premises</b>  Forecast YTD: 305 (257 – 338)  Actual to date: 325  <b>Performance is within the tolerance levels</b></p>
<p>There were 101 accidental fires in non-domestic premises during quarter three, with performance continuing to be above the target for the quarter and year to date, although within the tolerance levels.</p>		
<b>PI 14</b>	 <p><b>Fire alarm</b></p>	<p><b>The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises</b>  Forecast YTD: 4109 (3781 – 4314)  Actual to date: 4542  <b>Under performance against the tolerance levels</b></p>
<p>There were 1471 false alarm calls due to fire alarm equipment in dwellings and non-domestic premises during quarter three. Following an increase in the number of incidents in July 2018 which continued until November, the number of incidents have begun to decrease again. However, performance remains above target and above the upper tolerance level.</p>		

## People Support Services

<b>PI 15</b>		<p><b>The percentage of employees that have disclosed their disabled status</b>          Target: 100% (90% - 100%)          Actual to date: 94.7%  <b>Performance is within the tolerance levels</b></p>
<p>The percentage of employees disclosing their disability status has remained relatively constant with a slight rise compared to previous periods, to 94.7%.</p>		
<b>PI 16</b>		<p><b>The number of female uniformed staff</b>          Target: 112 (100 – 124)          Actual to date: 113  <b>Performance is within the tolerance levels</b></p>
<p>The number of female uniformed staff has increased to 113, one above target and within the tolerance levels.</p> <p>The Service had employed a total of 54 trainee firefighters during the first three quarters of 2018/19, 23 (43%) of whom were women. A further 19 trainee firefighters commenced employment in January 2019, seven (37%) of whom were women. This equates to a total of 73 trainee firefighters employed year to date, 37% of whom are women. Additionally, three firefighters have returned from career breaks, two of whom are women. Attraction rates for women is currently 28%.</p> <p>40% of uniformed posts are Crew Commander or above. 24% of female staff in uniformed positions hold the role of Crew Commander or above. This represents a slight decreases compared to the previous quarter (which had been 25%). However, female progression has increased significantly over the last few years. When considering non-uniformed staff, 59% of posts are above a grade eight. 48% of female non-uniformed staff are in a post above a grade eight.</p>		
<b>PI 17</b>		<p><b>The percentage of all staff from BME communities</b>          Target: 11.8% (10.5% – 13.0%)          Actual to date: 11.5%  <b>Performance is within the tolerance levels</b></p>
<p>The percentage of all staff from black and ethnic minority (BME) communities has remained relatively constant over time with a slight increase to 11.5% in quarter three (compared to 10.9% in quarter one, and 11.2% in quarter two).</p> <p>Staff from BME communities account for 9.8% of uniformed posts, and 16.2% of non-uniformed and Fire Control posts.</p>		

When considering the ethnicity profile of crew commanders and above, 27% of BME uniformed staff hold a management position. When considering non-uniformed staff, 53% of BME non-uniformed staff are in a post above a grade eight.

**PI 17a**



**The percentage of uniformed staff from BME communities**

Target: 10.2% (9.1% – 11.3%)

Actual to date: 9.8%

**Performance is within the tolerance levels**

9.8% of uniformed staff are from Black and Minority Ethnic (BME) communities, the same percentage as quarter two.

27% of uniformed BME staff are in a management position (Crew Commander and above).

The Service had employed a total of 54 trainee firefighters during the first three quarters of 2018/19, 15 (28%) of whom were from BME communities. A further 19 trainee firefighters commenced employment in January 2019, four (21%) of whom were from BME communities. This equates to a total of 73 trainee firefighters employed year to date, 26% of whom are from BME communities. Attraction rates for BME applicants is currently 25%.

**PI 18**



**The average number of working days/shifts lost due to sickness – all staff**

Target: 1.68 (1.32 – 2.04)

Actual to date: 2.27

**Under performance against the tolerance levels**

An average of 2.27 working days/shifts per person were lost due to sickness during quarter three, above target and above the upper tolerance levels. The average number of working days / shifts lost for all employees year to date is 6.02, which is higher than the year to date target of 4.66. The figure represents a 22.6% increase compared to the same period in 2017/18.

**PI 19**



**The average number of working days/shifts lost due to sickness – uniformed and Fire Control staff**

Target: 1.69 (1.36 – 2.02)

Actual to date: 2.17

**Under performance against the tolerance levels**


An average of 2.17 working days/shifts per person were lost due to sickness during quarter three. This was above the target and above the upper tolerance level. The average number of working days / shifts lost for uniformed and Fire Control staff year to date is 5.75 which is higher than the year to date target of 4.66. The figure represents a 17.1% increase compared to the same period in 2017/18.

14% of duty days had no absence reason recorded, and 16% of sickness episodes had no return to work information recorded.

The top 5 causes of sickness are:

- Mental health
- Gastrointestinal
- Joint problems
- Musculoskeletal – back
- Post - Operative

1100 days were lost through restricted duties during quarter three compared to 917 days lost during the same period last year. The total figure year to date equates to 2834 days lost through restricted duties.


<b>PI 20</b>		<b>The average number of working days/shifts lost due to sickness – non-uniformed staff</b> Target: 1.67 (1.34 – 2.00) Actual: 2.64 <b>Under performance against the tolerance levels</b>
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An average of 2.64 working days/shifts per person were lost due to sickness during quarter three. This was above the target and the upper tolerance level. The average number of working days / shifts lost for non-uniformed staff year to date is 6.93 which is higher than the year to date target of 4.67. The figure represents a 40.9% increase compared to the same period in 2017/18.

Missing data has increased during this quarter. 20% of duty days had no absence reason recorded. 31% of sickness episodes had no return to work interview information recorded.

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

## Safety, Health and Environment


<b>PI 21</b>		<b>The total number of injuries</b> Forecast YTD: 95 (86 – 99) Actual to date: 91 <b>Performance is within the tolerance levels make it green</b>
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There were 20 injuries during quarter three and performance is within the tolerance levels. 34 (37%) reports out of the 91 were incident related. Slips, trips and falls remained the main cause (resulting in 22 injuries).

There were 211 near hit reports during the three quarters, a 15% increase compared to the same period in the previous year (184 near hit reports). There were 54 near hit reports during quarter three. The main trends remain related to satellite navigation and dust at Hay Mills Fire Station. Action is being taken on both of these issues.


There were 34 violence near hit reports during the quarter, 118 reports in total since the start of the financial year. 112 of the 118 reports were incident related, 87 reports

involved verbal abuse and 18 involved some sort of missiles being thrown. There were no significant trends by location.


<b>PI 22</b>		<b>The total number of RIDDOR injuries</b> Forecast YTD: 11.25 (10.1 – 11.9) Actual to date: 11.0 <b>Performance is within the tolerance levels</b>
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There were four RIDDOR reports during quarter three. Two of the injuries occurred at incidents and two occurred whilst undertaking training. One of the injuries sustained whilst training occurred at a technical rescue assessment and has been classed as a significant safety event which is being jointly investigated by the Service and the Fire Brigade's Union, and being followed up by the Health and Safety Executive.


Note: RIDDOR refers to the 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. Further information is available via the Health and Safety Executive website.

<b>PI 23</b>		<b>To reduce the Fire Authority's carbon emissions</b> Forecast YTD: N/A Actual to date: N/A
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Performance indicator is reported annually.

<b>PI 24</b>		<b>To reduce gas use of Fire Authority premises</b> Forecast YTD: N/A Actual to date: N/A
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Performance indicator is reported annually.

<b>PI 25</b>		<b>To reduce electricity use of Fire Authority premises</b> Forecast YTD: N/A Actual to date: N/A
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Performance indicator is reported annually.

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**SCRUTINY COMMITTEE**

**27 FEBRUARY 2019**

1. **Call Challenge**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the committee notes the West Midlands Fire Service (the Service) approach to call challenge.

2. **PURPOSE OF REPORT**

This report is submitted following a request at the Scrutiny Committee meeting held on 14 November 2018 for additional information regarding the approach that the Service employs to call challenging.

3. **BACKGROUND**

3.1 **Emergency Call Management (ECM)**

The Emergency Call Management (ECM) protocol of the Service offers a generic system for the successful management of emergency calls based on the principle that an emergency call can be dealt with within three distinct stages:

- **Stage One:** Primary questions, which aid the mobilising decision
- **Stage two:** Assessment questions that help build a picture of the incident, aid mobilising decisions, and assist the safety of responders and the caller
- **Stage Three:** Pre-arrival advice designed to assist the safety of the caller and the public at the scene

3.2. The overall aim of using the above stages is to ensure that the response is appropriate to the types of risk and calls attended, reduce the risk to responders and improve public safety. This is achieved by the provision of timely, accurate and relevant information, which will better equip the Service to:

- Resource appropriately against the identified risk (dynamic mobilising)
- Reduce risk to the first emergency service crews by the provision of information of
- the threat, pre-planning and briefing
- Reduce risk to the public and the environment by the provision of appropriate and
- accurate information, of the potential effects of any occurrence and how to
- Implement the necessary control measures to aid public safety.
- At each stage of the ECM process Fire Control will have to consider if resources should be: sent, adjusted, returned/redirected or sent to a Rendezvous Point (RVP).

### 3.3 **Dynamic Mobilisation (DM)**

Dynamic Mobilising (DM) involves using resources flexibly and efficiently in the approach to ECM. This will result in a proportionate and appropriate initial response. Therefore, allowing Fire Control to alter or amend initial response decisions 'to achieve the best match between incident needs and resources available at the earliest opportunity, to ensure those in need receive a safe and appropriate service.'

Dynamic mobilisation may be influenced by:

- Site Specific Risk Information (SSRI)
- Repeat calls
- Information received on the initial call, local knowledge on specific sites, equipment and appliance availability of proposed resources
- Additional information received from reliable sources in attendance
- Additional intelligence from imagery
- High level of incidents in progress



- Previous incidents to a location
- Other considerations - weather, time of day, travel distances
- This is not an exhaustive list.

### 3.4 Call Challenging

Fire Control will call challenge all types of incidents in line with the ECM and Dynamic Mobilising policies. In addition to this, they will challenge calls to premises that have automatic fire alarms fitted when the call is received either from an Alarm Receiving Centre or where the call is made by someone at the premises.

Fire Control determine the level of call challenge needed dependent upon the type of premises. Premises are grouped into three different categories:

- Life Risk
- Hospitals
- Non-Life Risk/Commercial

### 3.5 Life Risk

Fire Control will not challenge a life risk premise, however the question 'do you know what has caused the alarm to actuate?' will be asked. The nearest appliance will be mobilised. In addition, a Business Support Vehicle (BSV) will attend within 20 minutes unless it is a domestic dwelling.

Examples of life risk premises are:

- Sheltered Accommodation/OAP/Care Homes
- Special Needs School
- Boarding School
- Domestic Dwelling
- Children's Home

### 3.6 Hospitals

Fire Control will not challenge hospitals, however, it is not classed as life risk because of the number of staff and management that are on site at any point. For hospitals a Business Support Vehicle is mobilised within 20 minutes on

its own. If the Business Support Vehicle is not available or outside 20 minutes, then the most appropriate resource within 20 minutes is mobilised.

### 3.7 **Non-Life Risk/Commercial**

Fire Control will always call challenge a call to a non-life risk/commercial premises 24/7 unless there are special instructions relating to a particular premise that indicates otherwise.

Examples of non-life risk premises are:

- Shopping Centres/Retail Units/Shops
- Commercial Premises/Offices
- Pubs & Places of entertainment
- Medical Centres/Doctors Surgeries/Clinics
- Magistrates Courts/Police Stations
- Schools/Nurseries

Alarm activations at any of the above premises will only receive an attendance if they fall into the following criteria

- Life Risk Premises/Hospitals
- Call received from a lone worker
- Two detector head activations (double knock)
- Break Glass operation (not malicious)

- 3.8 If the Service is not attending as they do not fall into the above criteria, Fire Control will advise that the fire service will not attend unless they receive a further call to advise of signs of smoke or fire, in which case the correct level of response is mobilised based on the information received, for example, signs of fire would initiate a two appliance attendance.

## 4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has been carried out.

## 5. **LEGAL IMPLICATIONS**

This report does not raise issues which should be drawn to

the attention of the Authority's Monitoring Officer.

6. **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

**BACKGROUND PAPERS**

Minutes of the meeting of the Scrutiny Committee held on 14 November 2018.

The contact name for this report is ACFO Gary Taylor, telephone number 0121 380 6006.

PHIL LOACH  
CHIEF FIRE OFFICER



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

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

[ILO: UNCLASSIFIED]

	Update	People Support Services	14.11.18
	Review of Positive Action and Firefighter Recruitment	Strategic Enabler People Support Services	14.11.18
	Operational Assessment Improvement Register	Strategic Enabler Strategic Hub	14.11.18
<b>2019</b>			
<b>Date of Meeting</b>	<b>Item</b>	<b>Responsible Officer</b>	<b>Completed</b>
27 February 2019	Analysis of Progress of Corporate Performance against The Plan for Quarter 3 2018/2019	Director of Service Delivery	
	Review of Safeguarding (update)	Working Group / Director of Service Delivery	
27 March 2019	Dispute Resolution Monitoring Report	Strategic Enabler People Support Services	
	Operational Assessment Improvement Register	Strategic Enabler Strategic Hub	

[ILO: UNCLASSIFIED]  
February 2019

	Consideration of the Annual Report of the Scrutiny Committee  Review of Safeguarding	Chair of Scrutiny Committee  Working Group / Director of Service Delivery	
05 June 2019	Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2018/2019  Diversity, Inclusion, Cohesion & Equality Update  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 positive action and firefighter recruitment
- Review of safeguarding

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

