

West Midlands Fire and Rescue Authority

Scrutiny Committee

**You are summoned to attend the meeting of Scrutiny Committee to be held on
Monday, 26 March 2018 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 26 February 2018 | 3 - 10 |
| 4 | Update on Data Sharing | 11 - 18 |
| 5 | Dispute Resolution | 19 - 34 |
| 6 | Operational Assessment Improvement Register | 35 - 66 |
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| 8 | Consideration of the Annual Report of the Scrutiny Committee
(Verbal Update) | |
| 9 | Scrutiny Committee Work Programme 2017-18 - March 2018 | 71 - 74 |

Distribution:

David Barrie - Member, Greg Brackenridge - Member, Peter Hogarth - Member, Peter Male - Member, Catherine Miks - Member, Sybil Spence - Member, Chris Tranter - Chairman, Ann Young - Member

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Agenda prepared by Stephen Timmington

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

<p>Minutes of the Scrutiny Committee</p>

26 February 2018 at 10:30 p.m.
at Fire Service Headquarters, Vauxhall Road, Birmingham

Present: Councillor Tranter (Chair),
Councillors Barlow (substitute), Barrie, Brackenridge,
Hogarth, Male, Mks, Spence and Young

Apologies:

Nil

Observer:

Nil

01/18 **Declarations of Interests**

There were no declarations of interest.

02/18 **Minutes of the Scrutiny Committee held on 13 November 2017**

In answer to Members' questions, as a result of the minutes, the following points were raised:

- New entrants were subject to specific national fire standards such as fitness standards. However, the Service could choose to opt out of some national standards such as the level of education required for a new entrant, and around standards of dress. However, guidance regarding facial hair was subject to Health and Safety requirements, for example to ensure a breathing apparatus facemask seal test was met.

- The 'Fire Out' campaign was progressing well. Crew Commander Stephen Riddell was working closely with Lesbian, Gay, Bisexual, and Transgender (LGBT) Birmingham and exploring how the Service could participate in Birmingham Pride. Work was also ongoing exploring how awareness could be raised within LGBT communities that the Service was an employer of choice.
- Cllr Male had requested a breakdown of the proportionately of incidents by deliberate and non-deliberate cause. The information had been circulated to all Members prior to the meeting and it was noted that of the 4140 incidents (primary and secondary fires) year to date, the split was approximately 50/50.

Resolved that the minutes of the meeting held on 13 November 2017, be approved as a correct record.

03/18 **Analysis of Progress of Quarterly Performance against The Plan Quarter Three 2017/18**

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

PI 1 The Risk Based Attendance Standard: the mean response time for category one incidents during quarter three was four minutes forty-eight seconds, which represented an increase of ten seconds compared to the previous quarter and in line with seasonal trends.

PI 2 The number of accidental dwelling fires: performance was below target and bucking national trends, which was a testament to the Safe and Well work.

PI 3 Injuries from accidental fires in dwellings (taken to hospital): performance was below target and within the tolerance levels. The number of injuries during quarter three was low despite the number of accidental dwelling fires being relatively normal.

PI 4 The number of deaths from accidental dwelling fires: six fatalities represented the lowest figure for a number of years, although one fatality would always be one too many.

PI 5 The percentage of safe and well visits referred by our partners: the target had been increased from 40% to 50%. Although performance remained below the target and lower tolerance level, good progress continued and the Service was confident that the target would be met in due course.

PI 6 The number of safe and well points achieved by the brigade: performance was below target and the lower tolerance level, in part due to the reduction in the number of safe and well visits referred by partners. Falls response and back home safe and well equated to on average 12 to 15 safe and well points, against an average of eight points achieved per safe and well visit.

PI 7 The number of people killed or seriously injured in road traffic collisions: the Service continued to work with partners in this area. It was noted that the number of fatalities as a result of road traffic collisions was double the number of fatalities as a result of accidental dwelling fires, and along with the number of people suffering serious and life changing injuries, represented a significant impact upon communities. The Service was undertaking more multi-agency initiatives and a blended approach including enforcement, first strike, and education.

The arson reduction plan had been implemented and would be reviewed for evaluation purposes.

PI 8 The number of arson fires in dwellings: performance was over target and above the upper tolerance level. The Service was taking a legislative approach to arson fires in dwellings, working closely with the Police.

PI 9 The number of arson fires in non-domestic premises: performance was over target and above the upper tolerance level. This performance indicator was impacted upon by the number of incidents occurring in HMP Birmingham. It had been forecast that the number of fires in the prison would decrease with the

introduction of a smoking ban but this had not proved to be the case.

PI 10 The number of arson vehicle fires: performance was just four incidents above target and within the tolerance levels. The number of incidents had reduced in recent quarters, following a period where the number of incidents had continually increased.

PI 11 The number of arson rubbish fires: performance was over target and above the upper tolerance level, in part due to seasonal impacts. It was noted that there had been no impact upon the number of incidents due to the bin strike within Birmingham.

PI 12 The number of arson fires in derelict buildings: performance was two incidents below target and within the tolerance levels. Following a number of interventions by the Service, the number of such incidents had reduced.

PI 13 The number of accidental fires in non-domestic premises: performance was below target and within the tolerance levels. A positive response to these type of incidents had been experienced as a result of engagement with Fire Safety Officers.

PI 14 The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises: performance was below target and within the tolerance levels. It was noted that there had been over 4000 incidents year to date, the vast majority of which represented wasted journeys. However, progress continued to be made within this area, and the number of incidents continued to decrease.

Sarah Warnes, Strategic Enabler People Support Services, provided an overview of the performance indicators for People Support Services and Facilities Management:

PI 15 The percentage of employees that have disclosed their disabled status: performance remained within the tolerance level with a disclosure rate of 93.5%. Declaration rates across all of the protected characteristics remained high.

PI 16 The number of female staff: performance remained on target at 75. Progress had been made over recent months, with 48% of new recruits on course 1/18 being female. The composition of the next recruits' course will be between 25% and 30% female, demonstrating that the selection process was working for the Service. In addition, progression within the Service was improving and work was ongoing to ensure support was provided for under-represented groups.

In 2017, 14% of new recruits identified themselves as Lesbian, Gay, Bisexual, and Transgender (LGBT). 10% of attendees on new recruits' courses in 2018 to date have identified themselves as LGBT.

The results of the Stonewall assessment had been released, and the Service had been ranked 352 (out of 434 organisations).

PI 17 The percentage of all staff from Black, Minority, Ethnic (BME) communities: performance remained constant at 10.2%, and within the tolerance levels. 31% of the new recruits due to attend the March 2018 course identified themselves as from a BME background. The challenge would be to ensure such success continued.

The Service continued to work closely with the Fire Service College and Thinkology, targeting potential applicants from BME backgrounds via social media, an approach that was proving to be successful. The Service would continue to work with applicants, helping them to prepare and be ready for the selection process.

Three members of the Service had received awards at the annual Asian Fire Service Association Awards.

The Service continued to work with the equality forums including Affinity and Aspire.

PI 18 The average number of working days / shifts lost due to sickness – all staff, and PI 20 The average number of working days / shifts lost due to sickness – non-uniformed staff: performance was over target and above the upper tolerance level.

PI 19 The average number of working days / shifts lost due to sickness – uniformed and Fire Control staff: performance was above target but within the tolerance levels.

Sickness impacted upon staffing and the ridership factor, which had reduced. The direction of travel was positive, with a focus continuing on attendance management including the provision of support and guidance by business partners to ensure the policy was applied correctly.

PI 21 The total number of injuries: performance was below target and within the tolerance levels. The Service continued to have a good health and safety record, with any small trends acted upon once identified. There was also a focus on near hit reporting and the reporting of acts of violence, which were broken down into specific incidents to examine for any potential trends. When reports of violence were made, the appropriate action would always be taken, with the issue dealt with by the crews in attendance at the time, and the relevant station commander. Local communities would also be liaised with to raise awareness. Organisationally, the data would be broken down to provide an overview.

PI 22 The total number of RIDDOR injuries: performance was below target and the lower tolerance level.

PI 24 To reduce gas use of Fire Authority premises: performance was below target and within the tolerance levels.

PI 25 To reduce electricity use of Fire Authority premises: performance was below target and the lower tolerance level.

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

- Response times measured for PI 1 The Risk Based Attendance Standard were based on the time firefighters were mobilised by Fire Control to the time that firefighters booked in attendance at an incident. Call handling times were not included in the response times and was recorded and monitored separately as a sub-

performance indicator. Call handling times had been approximately 90 seconds which had been reduced to an average of 80 seconds. Current performance indicated an average call handling time of 77 seconds. It was envisaged that the forthcoming pre-alert system would allow appliance mobilisation times to reduce further. The pre-alert system would be implemented following the go live of the Vision 4 mobilising system (due summer 2018).

- Cooking and smoking remained the most common causes of accidental dwelling fires. New risks were monitored as they emerged, for example, working with trading standards regarding illicit fake cigarettes and running education campaigns highlighting the risks surrounding mobile phone and e-cigarette (vape) chargers.
- Falls response attended people who were most vulnerable to fires.
- Incidents involving rescue from water were not recorded separately (normally recorded as a special service call). Separate reporting could be considered, although the Fire Service was not always the first agency to be called for such an incident.
- All fires that occurred within prisons were normally confined to within one cubic metre.
- Legislation introduced in Wales required automatic fire suppression systems (sprinkler systems) in new and converted houses and flats. Sprinkler systems were also required in public buildings.
- Case studies were readily available regarding the use and benefits of sprinkler systems, including the evidence that water damage from a sprinkler system actuating was less than that from water used by the Fire Service fighting a fire.
- The WMFRA position on sprinklers remained the same as per the National Fire Chiefs Council and that of the wider fire sector, and fully supported the installation of sprinkler systems.
- Incidents recorded as arson were a result of a genuine belief that there was a proven intent to deliberately set a fire, and therefore a criminal act. In terms of arson rubbish fires, an example such as if a fire was started due to a cigarette accidentally being thrown into a bin whilst still burning / smouldering, would probably not be considered to be arson.
- It was noted that all of the services continued to be delivered within the budget.

- A further breakdown of the BME figures would be provided at future meetings, including the composition of new recruit courses and the entire workforce.

04/18 **Scrutiny Committee Work Programme 2017/18 – February 2018**

Progress against the work programme was noted by the Committee.

Meeting ended at 12.05 hours

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

26 MARCH 2018

1. **UPDATE ON PROGRESS OF OUTCOMES FROM THE DATA SHARING REVIEW**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT Members note the direction of travel in implementing the recommendations made following the review of data sharing.
- 1.2 THAT Members approve the closedown of the Data Sharing Review but with one outstanding, ongoing piece of work.

2. **PURPOSE OF REPORT**

This report is submitted to update Members on the progress made in addressing the recommendations arising from the Data Sharing Review which is detailed on the Action Plan as Appendix 1. The Action Plan has, except for one outstanding ongoing piece of work, been completed. The outstanding piece of work is the audit to be conducted six months after the implementation of the Management of Information Standing Order.

3. **BACKGROUND**

- 3.1 The review made recommendations in 5 strategic areas:-

- Governance,
- evaluation of data shared,
- assurance that data is being managed as required by the 'Data Protection Act' and the 'Management of Information Policy',

- to review and simplify the data sharing agreements,
- to determine the current ICT systems and arrangements to enable the appropriate sharing of data,

3.2 The ACFO Service Delivery and the Strategic Enabler for Information, Communication and Technology have considered the findings of the review and established an understanding of improvements and an action plan to address meeting the strategic recommendations.

3.3 The main actions that were identified were as follows:-

- establish an implementation team,
- an audit to be carried out to determine the data being shared (to be undertaken by the Service's Data Management team),
- the launch of the 'Management of Information' standing order,
- training videos produced and released to upskill employees on the 'Management of Information',
- an agreement made of where the responsibility for the governance of data sharing sits within the organisation,
- the template for data sharing agreements has been updated and gone live across the organisation,

3.4 In addressing the recommendations within the scrutiny report, it was considered that the key stakeholders of data sharing were the Data Management team.

3.5 Work is currently underway within Data Management to implement the European Union General Data Protection Regulation (EU GDPR). The new legislation will mean a more comprehensive approach to both the Management of Information and Data Sharing.

3.6 In addressing the main actions identified, it was agreed that a further audit would be carried out to establish if the "Management of Information" Standing Order was being adhered to. This was due to take place six months after its implementation. With the proposed implementation of EU GDPR, to conduct a review currently would be counterproductive as a full review of policies, procedures,

advice and guidance will take place during the preparation period prior to the launch of EU GDPR in May 2018.

- 3.7 The recommendations identified within the Data Sharing Review will be integrated into day to day working within Data Management. EU GDPR has been established as a 3PT project and as such progress will be monitored and managed through this approach. Given this, Members are asked to approve the formal closedown of this Scrutiny work. This means that no further updates on the Data Sharing Review will be provided.

4. **EQUALITY IMPACT ASSESSMENT**

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

5. **LEGAL IMPLICATIONS**

The organisation must adhere to 'The Data Protection Act 1998' which defines the way in which information about living people may be legally used and handled. The main intent of the act is to protect individuals against misuse or abuse of information about them. On 25 May 2018, the EU General Data Protection Regulation (EU GDPR) replaces the Data Protection Act 1998.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

BACKGROUND PAPERS

Scrutiny Committee, Scoping Document, Scrutiny of Data Sharing
Scrutiny Committee, Agenda Item 4, 15 February 2016
Scrutiny Committee, Agenda Item 6, 5 September 2016
Scrutiny Committee, Agenda Item 4, 10 October 2016
Scrutiny Committee, Agenda Item 4, 27 March 2017
Executive Committee, Agenda Item 4, 12 June 2017
Scrutiny Committee, Agenda Item 6, 4 September 2017

The contact name for this report is Assistant Chief Fire Officer, Gary Taylor who can be contacted on 0121 380 6914.

PHIL LOACH
CHIEF FIRE OFFICER

Summary of Proposals arising from the Scrutiny Review of Data Sharing

<u>Area of Interest</u>	<u>Proposal</u>	<u>Officer Responsible/ Due Date</u>
Governance of Data Sharing	A data sharing policy and supporting principles of operation are required to guide the organisation. Members of the Community Safety team and the Data Management team are key stakeholders in Data Sharing as are staff in Commands and partners. Stakeholder engagement is paramount when establishing the policy and principles of operation.	Director, Service Delivery
Action 1.1	The "Management of Information" Standing Order and training to be completed by the end of June 2017.	Jason Danbury 30.06.17.
Action 1.2	Need to review if 2.3 in the Standing Order above is sufficient to cover Data Sharing?	Jason Danbury 30.05.17.
	<i>25.05.17. Update – Complete and Standing Order is sufficient. Also, additional supporting guidance and training being made available in the next few weeks to ensure all employees are aware of their responsibilities.</i>	
Central Governance of Data Sharing	A strategic decision should be made as to the structure and system requirements to enable for the effective governance of data sharing. Following this a complete audit throughout the organisation needs to be undertaken to determine the amount, type and purpose of the data that is being shared internally and externally. The audit would in addition need to determine the data sharing agreements that are currently in place.	Director, Service Delivery

Action 2.1	A decision is required to decide where the responsibility for Data Sharing sits, is it with Data Management?	Jason Danbury 30.05.17.
	<i>25.05.17. Update – The responsibility for governance around data sharing is held within Data Management who will maintain a register of data sharing protocols. This will include the processes, procedures and the frameworks. Additional actions have been built into processes to review and audit adherence with data sharing protocols.</i>	
Action 2.2	An Audit to be carried out to determine the amount, type & purpose of data currently being shared. GT to obtain support for this task from Administration, to work within Data Management.	Gary Taylor/ Jason Danbury 30.06.17.
	<i>30.06.17. Update – The audit has been completed but the response has not been good so there is follow up work taking place by escalating the results to Middle Managers.</i>	
Action 2.3	A further Audit to be carried out to establish if the “Management of Information” Standing Order is being followed, to take place six months after its launch.	Jason Danbury 28.02.18.
Data Sharing Agreements	A review of the template for the WMFS Data Sharing agreement needs to take place with a view to it being simplified.	Director, Service Delivery
Action 3.1	The template to be reviewed by Data Management and updated as required.	Jason Danbury 30.06.17.
	<i>30.06.17. Update – The new template has been created and has gone live across the organisation and guidance and awareness is scheduled to be issued by Corporate Communications week commencing 10 July. All guidance has been prepared using Office 365 Sway functionality and on advice of Corporate</i>	

	<i>Communications they are releasing a new subject daily so that employees receive input in bite size chunks.</i>	
Data being shared between WMFS and other agencies	WMFS should identify a suitable approach for effectively managing and controlling data that is shared with partners. As part of this the role and responsibilities in respect of managing shared data should be determined.	Director, Service Delivery
Action 4.1	This will be addressed through Action 2.1	Not Applicable
Notable Good Practice	In developing the approach to data sharing, consideration to best practice should be considered and adopted if it is regarded to be appropriate to WMFS.	Director, Service Delivery
Action 5.1	Best Practice of Data Sharing to be considered when 2.1 is actioned.	Jason Danbury 30.06.17.

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

26 MARCH 2018

1. DISPUTE RESOLUTION REPORT

Report of the Chief Fire Officer

RECOMMENDED

- 1.1 THAT the contents of the dispute resolution report for the period 1 July 2017 to 31 December 2017 are noted.
- 1.2 THAT the contents of the dispute resolution report are submitted to the Joint Consultative Panel.

2. PURPOSE OF REPORT

To inform the Scrutiny Committee regarding the number, type and outcomes of discipline and grievance hearings and other dispute resolution including Employment Tribunal activity that have occurred during the period 1 July 2017 to 31 December 2017.

3. BACKGROUND

- 3.1 This report provides a summary of the number, type and outcomes of disciplinary, grievance, debriefs, collective grievances and any reported failure to agree or failure to consult.
- 3.2 Within this report any lessons learned have been identified. The report also considers feedback and regular discussions with Trade Unions/Representative Bodies and other employees within the Service. Feedback is also noted after case debriefs are held once a case has come to an end. Discussions frequently take place at Joint Consultative Committee and monthly Joint Working Party (JWP).

4. **SUMMARY OF CASES WMFS**

Grievances: 6 grievances were received, all from Grey book male employees.

- 3 grievances lodged due to the removal of Continued Personal Development (CPD) payment all three hearings resulted in no payment of CPD.
- 1 employee had requested to be transferred to a station, there was a space at this station which was filled by a new entrant. This resulted in the employee lodging a grievance. The grievance was heard and the decision was not changed however the employee did appeal which again did not change the decision.
- 2 grievances were lodged by employees who stated that they felt bullied by their line managers. All individuals were interviewed and there was no evidence that either party was being bullied, however both appealed the decision. The first appeal was heard and development plans have been put in place for both the employee and the line manager. The second appeal has not yet been heard and is scheduled in.

For this reporting period the number of grievances has increased from the last reporting period. The previous report showed that there were 2 grievances lodged within a 6-month period.

This reporting period shows there have been 3 grievances lodged for the same reason, the removal of CPD. The management decisions to not approve CPD are made by 1 July. 2 grievances were bullying and harassment and the final grievance related to the location of work.

All grievance case information is discussed at monthly JWP meetings with the Trade Unions. Business Partners work closely with line managers to promote regular discussions with their teams to resolve any issues.

People Support Services will be providing "train the trainer" and employment law classes throughout this year, this will help train, coach and develop existing and newly appointed line Managers.

Business Partners are also running table top exercises at Stations to develop all employees at all levels of Disciplinary and Grievances.

Protected Characteristic Data (6 grievance cases)

- 6 male employees are all Grey Book
- 4 married, 1 living with partner and 1 single
- 5 heterosexual and 1 prefer not to state
- 1 Scientology, 1 other religion, 1 Christian, 1 Muslim, 1 prefer not to state and 1 other religion
- 1 has a disability, 4 no disability and 1 has not entered any information
- Age: Under 30 = 1 employee, age 31-45 = 2 employees, age 46-55 = 3 employees.
- 5 employees are White and 1 is Asian

Disciplinary: There were 8 cases detailed as follows:

1 case was investigated as misconduct and did not reach hearing as there was minimum evidence. Grey Book male employee.

2 cases were investigated as Gross Misconduct, both were Green Book employees. Both of these cases resulted in resignation prior to hearing. Both of these employees were Muslim male employees.

4 cases were investigated as Gross Misconduct and all went to hearings. All 4 cases were linked to 1 incident which was a high rise tower block (Cleveland Tower). 3 hearings resulted in 6 month written warnings and 1 resulted in a final written warning for 18 months. The 18-month warning was appealed; the award was reduced to a 6 month written warning.

1 case was investigated as Gross Misconduct, this took place due to the employee breaching a previous live warning of 18 months. This individual was dismissed from the organisation. There was an appeal which did not change the decision and did not result in an Employment Tribunal.

Protected Characteristics Data (8 disciplinary cases)

- 8 male employees, 6 Grey Book and 2 Green Book
- 4 single, 1 living together, 3 married
- 5 heterosexual and 3 Prefer not to say
- 3 Asian, 4 White and 1 Black male
- 4 employees prefer not to state their religion, 2 Muslim men, 1 Christian man and 1 other religion
- 7 employees do not have a disability and 1 employee did disclose that they have a disability.
- Age: under 30 =1 employee, under 40 =3 employees, under 50 = 4 employees

People Support Services work very closely with the Managers and Trade Unions and resolve issues at the very early stages. New managers are buddied up when dealing with any disciplinary investigations which supports their development.

People Support Services will be providing Employment Law training delivered by an external Employment Law Professional.

Monthly breakdown on all disciplinary cases are provided at the Joint Working Party which is attended by Trade Unions and the relevant Managers.

People Support Services Business Partners have regular meetings, discussions and dialogues with Trade Unions to keep them informed on any issues and to help resolve at the earlier stages which could stop developing into disciplinary or grievances.

5. **FAILURE TO AGREE/CONSULT**

The organisation received 2 Failure to Consults in July and October 2017 which were dealt by our Strategic Enabling Team and arrived at a satisfactory resolution.

6. **POLICIES AND PROCEDURES**

Disciplinary Standing Order is live and up to date and went through full consultation via JCC. Trade unions and staff have been fully involved when making any changes to this Standing Order.

Grievance Standing Order is live and up to date and went through full consultation via JCC. Trade unions and staff have been fully involved when making any changes to this Standing Order.

7. **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.

8. **LEGAL IMPLICATIONS**

There are no direct legal implications arising from this report.

9. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

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



Grievances

West Midlands Fire and Rescue Service



Scrutiny Committee

26 March 2018

Report of: The Chief Fire Officer

Audience: Scrutiny Committee

Content: Grievance, Disciplinary, Employment Tribunal activity & Other dispute resolution.

Dates covered: 1 July 2017 – 31 December 2017



Tribunals Service

Purpose of this 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 1 July 2017 to 31 December 2017.



9 Protected Characteristics



6 Grievances lodged from July – December 2017



4 Grievance outcomes were appealed and not upheld



AGE

Under 30 = 1 employee
31-45 = 2 employees
46 – 55 = 3 employees

0 employees



Gender Re-assignment

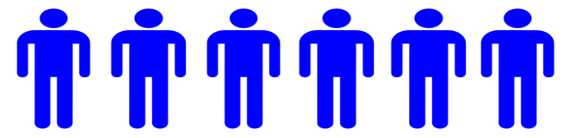
0 employees



Sexual Orientation

Heterosexual = 5 employees
Prefer not to state = 1 employee

Male employees 6



1 employee has
declared a disability



4 employees married
1 employee living with partner
1 employee is single



5 employees British white
1 employee is Asian



0 female employees

DISCIPLINARY

8 Cases under Discipline

7 Cases investigated under Gross
Misconduct

=

5 went to a formal hearing
2 resulted in resignation

1 Case investigated under Misconduct

Outcomes of the **5** Hearings

0 – No formal action

4 – Written Warning

0 – Final Written Warning

1 –

DISMISSAL

1 – Appealed and decision was not overturned

1 – appealed, the award was lowered to Written warning

DISCIPLINARY

AGE

-30 – 1 employee
31 - 40 – 3 employee
41-50 - 4 employees

3 British Asian employees
4 British white
1 BME

0 employees



Gender Re-assignment

0 employees



Sexual Orientation

5 employees – Heterosexual
3 employees – prefer not to state

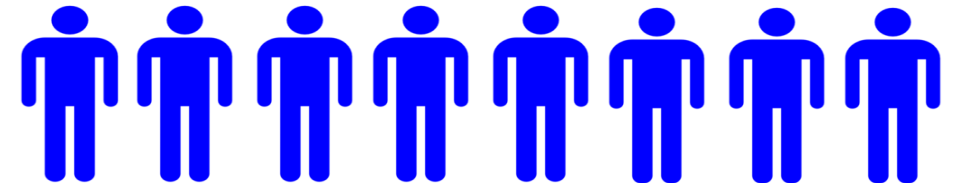
1 disability



3 employees married
1 employee living with partner
4 employee is single



8 male employees



0 female employees



**There has been 1 employee dismissed
within this reporting period:**

**Final written warning was breached
which resulted in the dismissal.**



Tribunals Service



There is **1** outstanding claim against WMFS lodged with the Employment Tribunals Service which is due to the non payment of Continued professional development. Date for the hearing is 13th July 2018

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 Misconduct	Misconduct	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	30	1	1	2	16
13	Mar 17	4	0	3	1	0	9	8	1	0	7	4	1	2	2
14	Sept 17	2	1	0	1	0	13	13	0	0	3	0	0	2	1
15	Marc 18	6	4	2	0	0	Page 34 of 74		1	0	5	1	0	4	0

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

26 MARCH 2018

1. **OPERATIONAL ASSESSMENT IMPROVEMENT REGISTER**

Report of the Chief Fire Officer.

RECOMMENDED

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

2. **PURPOSE OF REPORT**

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

3. **BACKGROUND**

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

September 2016. The Service received its Fire Peer Challenge in October 2016 which was undertaken by a team of peers from across the fire sector and wider public sector. In addition to challenging the self-assessment, the Peer Team considered six core questions under the heading of Leadership and Corporate Capacity (as per the OpA toolkit), as well as a number of key themes that the Service had requested the Peer Team consider in more detail.

- 3.3 The findings of the Peer Challenge Team were detailed within the West Midlands Fire Service (WMFS) OpA and Peer Challenge Report which was published in June 2017, and presented to Members at the meeting of the Fire Authority held on 26 June 2017. The report highlighted 36 areas for consideration. It was confirmed that the Service would develop an Improvement Register to record and monitor progress in addressing the areas for consideration, and that regular performance reports would be provided to the Scrutiny Committee.
- 3.4 The first OpA Improvement Register was submitted to the Scrutiny Committee at its meeting on 9 October 2017. This second update for the period ending February 2018 is attached as Appendix 1 and details the continuing progress made against the areas for consideration. A summary of the progress made in addressing the areas for consideration is detailed in paragraph 3.6.
- 3.5 Work as a result of the Improvement Register is being treated as normal business and, as such, has been integrated into the Service's existing planning and performance management frameworks. Actions resulting from this work are being implemented and managed via the 3PT (portfolio, programme, project, task) environment.
- 3.6 Of the 36 areas for consideration within the Improvement Register and noted by the Scrutiny Committee at its October 2017 meeting:
- 18 areas for consideration required no further action prior to the October 2017 meeting of the Scrutiny Committee and were classed as complete for the purposes of the Improvement Register. These areas are shown with a grey background.

- five areas for consideration have been addressed since the October Scrutiny Committee and have been classed as completed, requiring no further action for the purposes of the Improvement Register. These areas are shown with a green background.
- Work is ongoing against 15 areas for consideration. Progress made in these areas is as expected and on target. These areas are shown with an amber background.
- No areas of consideration have been classed as off target. In the event that an area will be classed as such, it will be shown with a red background.
- Full updates on the progress made within each area of consideration is available within the March 2018 update of the Improvement Register (Appendix 1).

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

3.8 The next update of the Improvement Register is scheduled to be submitted at the September 2018 meeting of the Scrutiny Committee.

4. **EQUALITY IMPACT ASSESSMENT**

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

5. **LEGAL IMPLICATIONS**

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

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no direct environmental implications arising from this report.

BACKGROUND PAPERS

Operational Assessment and Fire Peer Challenge Toolkit

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

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

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

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

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

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

PHIL LOACH
CHIEF FIRE OFFICER

Operational Assessment 2016 Improvement Register – update March 2018

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

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

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

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

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

	<p>better, and spread good practices more widely across stations and teams.</p> <p>The organisation needs to think about how it communicates its vision both internally and to the community. Members have a role to play here to. Clearer communications on change proposals might be considered to assist with organisational change implementation for staff and members. Seeking the views of members and staff on this point may well provide ideas for how communications could be improved.</p>	<p>environment through projects – for example the Digital Strategy.</p> <p>March 2018 Update: 3PT has been embedded amongst the SET and is being established across middle manager levels/project managers. This approach provides for a robust and comprehensive approach to change which embraces the whole workforce in leading and managing change, including at a task level. Communication sits at the core of enabling the effectiveness of this approach. Work continues with the review of communications and the introduction of open forums. This enables middle managers to come together and seek clarity regarding messaging and organisational position. It also enables two way communication and feedback from middle managers which is then fed back to SET. Additionally, feedback from ‘What’s Happening Visits’ and other communication streams are considered at SET regularly.</p>			
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Local Context and Priorities					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
8.	The Service should now be reflecting on how it can tell its story and its successes even better.	<p>This piece of work has started and is ongoing. Our digital strategy will support this. This piece of work has many dependencies not least work force reform (as it will be our employees who are our greatest ambassadors). Community membership is being reviewed to understand how our members can play their part in this area for consideration</p> <p>March 2018 Update: Progress remains the same as previously reported.</p>	SE Corporate Communications	Reviewed through consultation and engagement on an annual basis through partners, businesses and communities.	This status is Ongoing and will remain so
9.	<p>WMFS now needs a major programme of engagement with wider partners to ensure they have the same understanding of issues before detailed options are worked up and decisions taken.</p> <p>It is important for WMFS to understand the priorities of its potential local and regional partners and to consider the language that</p>	Stakeholder analysis is being developed and implemented through the wider communications strategy to determine which partners have shared priorities in order to develop combined outcomes.	<p>SE Prevention</p> <p>SE Corporate Communications</p>	Continuous, via day to day partnerships	Complete

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

	<p>WMFS needs to do more work on ensuring its value is quantified and well understood by the community and the wider fire service sector.</p> <p>The response target has been appropriate for WMFS but may not be appropriate for the wider fire and rescue sector. It is important therefore, for the service to distinguish localised response need within its IRMP to demonstrate community risk need further.</p> <p>The Service may come under pressure to review its SDM as budgets become more constrained. The response time is valued by the community so it is important that its value continues to be well understood by the community and by the wider fire sector.</p>	<p>There is going to be an NFCC programme (managed through the CPO) to look at community risk management. This will programme will lead to a national toolkit in relation to an IRMP. This will help us to promote and understand the importance of response times to survivability against risk. This programme will be delivered over three years.</p> <p>Our current IRMP clearly identifies response times in different areas and links to survivability. This is a publicly available interactive digital tool.</p>			Complete
12.	Retention of organisational memory:	This is being addressed through delivering change and projects through the 3PT environment. This will enable the organisation	SE People	Within our 3 year rolling strategy and a VUCA environment this is	Complete

	<p>There is a need for the Service to consider its next generation of leaders so that they understand the story and the Service's unique selling points. How to best transfer knowledge from those either leaving the Service or changing roles within it.</p>	<p>to have an audit trail (corporate memory) to the changes that have been made.</p> <p>In addition this is being supported through communication strategy and the ability to communicate change and the vision, both internally and externally.</p> <p>March 2018 Update: 3PT is now embedded within the organisation and will provide the audit trail to our change programme.</p>		being absorbed into everyday activities and 3PT	
Financial Planning and Viability					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
13.	<p>The Service should develop more robust financial delivery plans within its overall financial strategy.</p> <p>The Service would benefit from having a more visible long term financial strategy (5-10 years), a medium term financial plan (2 to 5 years) and a short term financial plan in year.</p> <p>The organisation also needs to be clear on the</p>	<p>Financial strategy links to the business strategy (3 year cycle).</p> <p>Level of financial certainty linked to the current Comprehensive Spending Review (CSR), up to 2019/20.</p> <p>The budget is set for 2018/19 and consideration will be given to setting a long term financial strategy beyond the current CSR period, possibly up to 5 years.</p>	SE Finance and Resources	Mar 2018	Complete

	<p>difference between budget strategy and a longer term financial strategy. It needs to consider its resource mix as well as the affordability of its assets. By mapping out a long term strategy it can model different scenarios and see how they evolve.</p>	<p>March 2018 Update: No funding announcements were made beyond 2019/20 within the February 2018 Finance Settlement. In addition, the outcome of the recently launched Fair Funding Review could impact from 2021 onwards. Given this level of volatility over the next few years it is not considered appropriate/meaningful to produce financial plans over a 5-10 year period</p>			
14 a	<p>The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen:</p> <p>Peer team not fully convinced about the deliverability of the Service's Efficiency Savings Plan – strong reliance on growing other funding streams. Corporate Risk Register has identified the risks of having to maintain contracts. However, there are more detailed risks around commission budgets being used to underpin the cost of core staff. The Corporate</p>	<p>The Service's Efficiency Plan was submitted to the Home Office in October 2016.</p> <p>The financial settlement for 2017/18 to 2019/20 reflects the acceptance of that efficiency plan.</p> <p>The efficiency plan will be monitored and / if where appropriate, adjusted to achieving the overall savings of circa £10m.</p> <p>The actual achievement of the efficiency plan against projections will 'formally' be monitored and provided as part of the Fire Authority's assurance statement.</p>	<p>SE Finance and Resources</p> <p>SE Business Development</p>	<p>Reviewed as part of annual budget process.</p> <p>Reported annually through assurance report.</p>	Complete

	<p>Risk Register should reflect that level of risk and the Service should consider contingencies for how it might manage if those commissions are not sustained. These risks need to be articulated better in a coherent delivery plan that is properly monitored and enforced.</p>	<p>Corporate risk is managed around each specific commissioned service; through the Corporate Risk Register and through the 3PT environment. Mitigation and delivery is managed through planned activities, business continuity plans and through reviewing strategic approaches to new areas of business as our knowledge and understanding of different Business Development work streams increase. These will be presented through the innovation section of 3PT and also through project initiation documents to SET.</p>			
14 b	<p>The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen:</p> <p>There is a need to consider the risk of creating perverse financial incentives. WMFS should seek to work with commissioning agencies to ensure no perverse incentives are built into contracts to ensure the most vulnerable remain protected.</p>	<p>WMFS business activity is aligned to The Plan which clearly sets out its objectives aligned to delivering services in a risk based approach. Delivering services to the most vulnerable are therefore central to the motivations of creating new services. WMFS will always consider how we can undercut the market price offering value for money; utilising the public pound more effectively and delivering excellence in service delivery. It is difficult to understand what therefore is intended by the of the term</p>	SE Business Development	N/A	<p>Monitored and reviewed on a continual basis as part of routine Business Development processes.</p> <p>Complete</p>

		<p>'perverse'. The Business development section has been created to seek a £2m deficit in funding, support the Service Delivery Model, specifically supporting a 5 minute response time and whole-time Fire Service to enable this. From a community perspective and from an employee perspective, WMFS areas of new business seeks to support our people and communities.</p> <p>March 2018 Update: The Business Development activity is fully managed through the 3PT framework; ensuring that all decision making is made aligned to the organisations strategy and therefore focused on delivering value release of our objectives.</p> <p>This is further supported to Business processes that have been introduced.</p>			
14 c	The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen:	The Business Development team have developed a Business Development strategy; is developing a number of business processes and frameworks to support the wider organisation in understanding of Business	SE Business Development	Within our 3 year rolling strategy with a project approach and milestones.	Ongoing

	<p>Currently the organisation appears to be weak concerning intrinsic business acumen. This could be bought in to help deliver the income generation target.</p>	<p>Development and increase business acumen.</p> <p>These are new areas of work for all with no existing pathway or footprint of delivery. As such, officers are learning through emergent ways and sharing best practice and experience with each other using the Business Development officers; SharePoint and Office 365. The SET team and Group Commanders are now much more conversant in the business activity of the organisations and this is now naturally being cascaded to Station and Watch Commanders. As things evolve we will seek to engage with organisational learning to facilitate cross team development sessions and build this into the work of the leading excellence programme.</p> <p>March 2018 Update: In addition, this work is a project within the 3PT environment where all SET members have the opportunity scrutinise business decision making aligned to our strategy. Our commissioning framework is established we are now developing our commercial</p>			
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		and Social Value and Sponsorship streams.			
Service Delivery and Outcomes for the Community					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
15.	It would serve the Service well to continue to analyse and adapt the business case for working in the community. A performance management framework with inputs, outputs and outcomes would ensure greater sustainability of service delivery.	<p>This area will form part of the ongoing work regarding the Integrated Risk Management Plan Toolkit.</p> <p>This work forms part of a larger programme which is being delivered through the Central Programme Office on behalf of the National Fire Chiefs Council. As a result, this is an area of work that WMFS does not own but contributes to as a key stakeholder. Timescales for the programme are three years.</p>	SE Portfolio	3 year programme	<p>Area will be progressed but forms part of larger national programme.</p> <p>Complete</p>
16.	<p>Transformational change:</p> <p>Programme management needs to be more apparent and consistent. It was not entirely clear to the peers who is actually responsible for the transformation programme in the organisation and how it is monitored and understood. Risk awareness needs to</p>	<p>The 3PT approach will create clear lines of responsibility and accountability. This will also capture risks and issues and review progress against product delivery and value realisation.</p> <p>This area will be actioned through the 3PT environment which will enable greater programme management.</p>	SE Portfolio	Early 2018.	Complete

	be better understood at every level. There were a number of examples where it appeared that change had been implemented but there had been no subsequent planned review to make sure that the change was delivering the intended outcomes or benefits.	March 2018 Update: 3PT is now live across the organisation which enables us to see the value being delivered within a controlled environment.			
17.	Conscious culture change away from bureaucracy: One risk is that SET members are often only sighted on their own area. Another risk is lack of consistency with managers interpreting frameworks differently.	The 3PT approach will enable cohesion and a wider strategic view. The strategic intent is that 3PT balances our approach looking at 20% process and 80% leadership. This provides the balance between leadership and process.	SE Portfolio	The 3PT toolkit is available	Complete
18.	The Service should consider the resources required within support areas. Empowerment down from the CFO is welcomed but the organisation might now require more resources in support areas to deliver the benefits intended.	The 3PT environment which is being implemented will help us to understand resource requirements against value. This will include financial metrics. March 2018 Update: 3PT now includes the ability to assign resources and understand capacity.	SE Portfolio	Early 2018.	Complete

Prevention and the Health Agenda					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
19.	<p>Prevention and the health agenda: Is the organisation sufficiently well equipped to carry out falls response and other wellbeing activities?</p> <p>What started as a 'business development' issue, is now mainstream 'prevention' activity, but also has health and safety implications. The health, safety and welfare issues appear to be getting lost between the Health and Safety department, the Prevention department, and the Business Development department.</p> <p>Some further training and specialist support is needed for staff providing the falls response service. Specifically, staff would welcome training from agencies who are used to dealing with issues such as end of life care.</p>	<p>The initial work of the Falls Improvement Group was completed within the 12 week time frame and Falls Response Improvement has now been initiated as a project in the 3PT environment. Led by HQ Prevention, an internal stakeholder group has mapped out the falls response process.</p> <p>March 2018 Update: This work stream is captured within the 3PT environment and is being delivered through the health project.</p>	<p>SE Prevention</p> <p>SE People</p> <p>SE Business Development</p>	<p>Mar 2018</p> <p>This work is a project within the 3PT environment.</p>	Ongoing

20.	<p>The Service to consider the implementation of a wider prevention strategy, broadening its focus.</p> <p>A wider prevention strategy would help set and capture expected outcomes. The focus on health could be broadened from health to well-being to work on issues like skills and housing needs with other partners.</p>	<p>There have been recent developments in this area including conversations with wider health partners. We are building positive relationships with representatives from Public Health England (PHE) and Health Education England with a view to identifying mutual objectives. We are also exploring the possibility of a part time secondment of a PHE specialist to work with the Prevention and Business Development teams to focus on developing the strategy and building capacity around commissioning.</p> <p>March 2018 Update: Progress of this work stream continues and is being delivered in the 3PT environment, predominantly through the vulnerability from fire project.</p>	SE Prevention	Changed from Nov 2017 to June 2018.	Ongoing
21.	Through the Combined Authority there is an opportunity to lead the use of data to drive performance.	<p>WMFS is developing a 'Digital Strategy' which will allow us to capitalise on realistic digital opportunities in a way that will optimise our ability to release value through the corporate plan.</p> <p>The strategy will support the WMCA economic and community outcomes and subsequent</p>	<p>SE Strategic Hub</p> <p>SE Organisational Assurance</p>	Ongoing	Complete

		<p>benefits are set out in the public service reform digital strategy paper.</p> <p>Once the Digital Strategy is agreed it will be delivered through the Service's 3PT approach. This project will be on-going whilst WMFS transfers into the WMCA and beyond.</p>			
Fire Control					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
22.	<p>Consider lessons learnt from the change programme:</p> <p>It will be important for WMFS to consider the lessons learned from this change programme both for future collaborations / mergers and other internal change management processes. It may also want to explore whether the new Cultural Framework developed for Fire Control actually aligns with desired cultural norms in the two organisations.</p>	<p>Lessons have been learnt and considered as part of evaluation of change programme, and will be implemented when and where applicable / required.</p> <p>The cultural framework developed for Fire Control does align with the desired cultural norms in WMFS and Staffordshire FRS.</p>	SE Response	Continuous	<p>Lessons learnt and issues raised will be considered in future change management processes.</p> <p>Complete</p>

23.	Further alignment of mobilisation protocols would be a natural evolution for the Fire Control service. Currently there are different operating procedures for WMFS and Staffordshire FRS. Standard operating procedures across the two organisations could be established.	<p>Mobilisation protocols and operating procedures continue to be aligned across WMFS and Staffordshire FRS wherever applicable and practicable.</p> <p>March 2018 Update: There is a shared commitment to align protocols as appropriate and in instances where service improvements can be identified. This is achieved through effective working relationships between SFRS and WMFS and through quarterly ops board.</p> <p>It is recognised that absolute alignment may not be possible as the Service Delivery models for both organisations are different (wholtime/retained)</p>	SE Response	Continuous.	<p>Work stream is an ongoing process.</p> <p>Ongoing.</p>
24.	The Service should consider whether its fall back systems would be sufficiently resilient in the event of catastrophic failure.	There is an ongoing review of the Business Continuity Arrangements within Fire Control to understand where enhanced arrangements may be possible. Whilst this review is ongoing we remain confident in current arrangements as evidenced by the outcomes from recent testing and exercising and an improved secondary control facility the current arrangements remain appropriate.	SE Response	Changed from Dec 2017 to Dec 2018.	Ongoing.

		March 2018 Update: There have been improvements made in this area through an extension of fall back arrangements. As a standalone improvement this is not hugely significant however Thames Valley have expressed a shared commitment and desire to move to more technologically advanced fall back arrangements in the same manner as WMFS. This partnership therefore provides a platform for this to happen.			
Training and Development					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
25.	The Service should consider reflecting on the Distributed Training Model (DTM), how it is working, allowing staff to fully understand it.	We have continued to listen to staff and improve the DTM. We are currently carrying out a holistic review to the DTM approach through organisational assurance. The DTM review is in the 3PT environment with the completion date of 1 September 2017. March 2018 Update: Organisational Assurance DTM review completed with a number of considerations that are now being progressed through 3PT.	SE People	DTM review will be completed 1 September 2017 (complete). Considerations working to a key milestone of 01 April 2018.	Ongoing

26.	<p>The Service should consider its training resources:</p> <p>Training resources are stretched. Availability of Level 1 Instructors is an issue once sickness and annual leave is taken into account. Trainer skill is also an issue. Trainers being drawn away from their watch can have an impact upon watch staffing. There is a shortage of Level 3 specialist trainers which could be an organisational risk.</p>	<p>We have reviewed and improved the way in which Station Based Training (SBT) is being delivered. This will also be part of the Distribute Training Model (DTM) review.</p> <p>This has included the removal of level 1, 2 and 3 to station based trainers and subject matter advisers. This has provided greater clarity for station personnel and enabled us to gain a clear picture of the numbers of SBTs across core subject matters. Further work is being carried out regarding the quality assurance of the delivery of training - this is also being reviewed as part of the organisational assurance review. Further work is being carried out regarding the qualification and QA framework.</p> <p>March 2018 Update: Organisational Assurance review has been completed (linked to task 25). The considerations from the review are being taken forward, of which the resourcing of the DTM has been considered and increased where appropriate.</p>	SE People	<p>DTM review will be completed 1 September 2017 (complete).</p> <p>Implementation of the framework to be completed – proposed date 1 April 2018.</p>	Ongoing
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27.	The peer team felt that having to organise training for one or two people at a station as a result of devolved training is not particularly efficient.	This is part of our approach to the Distributed Training Model and Arrive to Perform (A2P). It will form part of the Organisational Assurance review of training.	SE People	DTM review will be completed 1 September 2017.	Will be progressed as part of review of DTM. Complete
28.	<p>The Service should review the value and effectiveness of the large scale weekend training exercises as an assurance method. Consideration should also be given to the role at exercises of the SET member with responsibility for training.</p> <p>The value of the large scale weekend training exercises as an assurance method is questionable. An evaluation of this exercise should be carried out to assess its value.</p> <p>The SET member with responsibility for training takes part in these training exercises, but as a 'trainee', rather than as a training manager assessing the whole process and its value. It would appear that nobody is taking the 'helicopter view' and seeing</p>	<p>The delivery of the exercises is the responsibility of the Station Commander and Command Area. The ongoing assessment and evaluation of learning outcomes and intelligence is being delivered through organisational intelligence.</p> <p>The standard and delivery of exercises through operational excellence is led through SE Response and Service Delivery.</p> <p>March 2018 Update: Progress remains the same as previously reported.</p>	<p>SE People</p> <p>SE Response</p>	Ongoing	Ongoing

	whether or not it needs revising and improving.				
29.	Introduction of new fitness standards and tests could be an organisational risk once the policy is in place but before all members of staff are tested. The implementation plan needs to consider this.	<p>The implementation plan considered the impact to staff with a six month lead in time and support was provided to all staff through Occupational Health.</p> <p>The assessment has now been in place for 8 months and has been received positively with no organisational impact. No further action will be taken outside of ongoing monitoring of performance.</p>	SE People	N/A	Complete.
30.	The Service should pursue a more holistic view of succession planning and talent in the organisation. There is a risk of inconsistency in the access to opportunity across the organisation that the Service may want to consider.	We are developing our approach to progression following further feedback through Organisational Assurance.	SE People	DTM review will be completed 1 September 2017. Proposed action plan/improvements will then be agreed.	<p>Will be progressed as part of review of DTM.</p> <p>Complete</p>
Equality and Diversity					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
31.	Positive action and achieving a fully representative workforce:	Our approach is being developed. We are working with the Fire Service College with	SE People	Started 1/4/17	Ongoing

	<p>We suggest that positive action is an area where more focus could be placed, for example, with greater use of minority role models in internal and external communications.</p> <p>Achieving a fully representative workforce is a long term project and the organisation would probably benefit from having a bold strategy for this with realistic time scales linked to their objectives and milestones.</p>	<p>regards to our marketing and long term approach to positive action. This will complement the approach to embedding Diversity Inclusion Cohesion and Equality (DICE) and positive action within the Service.</p> <p>Positive action is an agreed area of assessment at our scrutiny meetings with the next update being provided in November 2017.</p> <p>Targets are set across the next 4 years to match our ambition against time frames and achievability.</p> <p>The success of positive action will be assessed through the ongoing attraction and recruitment process.</p> <p>March 2018 Update: Good progress is being made with regards to positive action and recruitment. Further details are provided through the reporting of the positive action and recruitment review to Scrutiny Committee (available CMIS).</p>		<p>Is reviewed quarterly as part of the Quarterly Performance Review process.</p>	
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32.	<p>Apprentice scheme - the Service should consider lessons learned from the cadet scheme.</p> <p>The organisation will be launching a new apprenticeship scheme which has huge potential for encouraging diversity. It should consider lessons learned from the cadet scheme where senior cadets tend not to be from protected groups.</p>	<p>The development to apprenticeships is being developed. Recruitment pathways to include community members, volunteers and cadets are being considered through the apprenticeships policy.</p> <p>The introduction of the recognised apprenticeship framework for firefighters is still be developed nationally. We are still awaiting the recognised framework.</p> <p>March 2018 Update: We are still continuing to develop our approach and understanding of the apprenticeship scheme, of which the recruitment pathways will be considered once we have an established framework.</p>	SE People	Potential for the introduction of Apprenticeships will be Jan 2018.	Ongoing
33.	<p>Equality Forums:</p> <p>There may be an issue around the capacity of the forum leads, as they take part in their own time. Some additional time resource and even an activity budget would enable them to broaden their DICE activities and other positive action</p>	<p>In support of the approach to embed Diversity Inclusion Cohesion and Equality (DICE) and the delivery of positive action, we are continuing to enable stations to deliver and have accountability for DICE. Our approach will be to have a number of outcomes to be delivered through stations which will be assessed. This is being trialled at 10 stations over the</p>	SE People	<p>Trial concluded Feb 2018</p> <p>Review new arrangements in June 2018.</p>	Ongoing

	initiatives in support of organisational strategies.	<p>next 6 months. This will also support the forum leads and provide improved resources.</p> <p>March 2018 Update: We are working closely with the equality forums which now includes the 'FireOut' forum for Lesbian, Gay, Bisexual and Transgender members of staff. We have recently agreed terms of reference for the groups and an allocated budget for each group that can be accessed to support community engagement activities, and learning and development.</p>			
34.	The organisation needs to ensure that Individual Personal Development Records are consistently applied across the organisation.	<p>No specific work has been carried out in this area. The application of IPDRs continues to be applied through managers.</p> <p>March 2018 Update: The application of IPDRs continues to be delivered through managers.</p>	SE People	Ongoing	Ongoing
35.	The Service may wish to take the opportunity to evaluate its maternity and paternity provisions to evaluate the new pay arrangements during maternity leave to see	<p>This evaluation will be carried out in the third quarter of 2017/18.</p> <p>March 2018 Update: Evaluation has not been conducted within this quarter,</p>	SE People	June 2018	Ongoing

	whether they have influenced when mothers return to work and how many fathers are taking paternity or joint leave.	however it is our intention to review this policy.			
36.	The Service should consider carrying out analysis of its equality objectives against the time needed to achieve them, to help manage expectations.	We have set ourselves clear and ambitious targets against workforce profiling analysis that are assessed through the Quarterly Performance Review process. This has enabled us to understand the achievability of our ambition.	SE People	Ongoing	Complete

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

26 MARCH 2018

1. **SAFESIDE - UPDATE ON TRANSPORT FUNDING**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Scrutiny Committee note the update on the progress of actions relating to the Safeside update and transport funding.

2. **PURPOSE OF REPORT**

This report is submitted to Scrutiny Committee Members to note the progress of actions relating to the Safeside update detailed within Appendix 1.

3. **BACKGROUND**

- 3.1 In 2013/14, schools identified that travel costs impacted on costs to families. WMFS provided funding to support free travel for all schools which led to an increase in numbers at both Eastside and Handsworth.
- 3.2 Initial follow up work in 2014/15 identified that some schools had rebooked for 2015/16, and some who had not, were linked to change of school staff; email promotions not reaching the year group leads; distance of travel in relation to congestion and, overall cost of the visit for the family.
- 3.3 Funding is being targeted at those who have not visited in the last three years.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required. The matters contained in this report will not lead to a policy change.

5. **LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

6. **FINANCIAL IMPLICATIONS**

These are contained within Appendix 1 to this report.

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

BACKGROUND PAPERS

Scrutiny Committee February 2017, Item 4: Safeside Review – Response to Members’ Questions

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

PHIL LOACH
CHIEF FIRE OFFICER

Progress on Safeside Transport March 2018

Background

In 2013/14, schools identified that travel costs impacted on costs to families. WMFS provided funding to support free travel for all schools which led to an increase in numbers at both Eastside and Handsworth.

Initial follow up work in 2014/15 identified that some schools had rebooked for 2015/16, and some who had not, were linked to: change of school staff; email promotions not reaching the year group leads; distance of travel in relation to congestion and, overall cost of the visit for the family. This work also identified that a core group of schools regularly made bookings up to a year in advance, and continued to rebook.

In November 2016, WMFS allocated £30,000 to support free travel for schools. This funding is being targeted at those who had not visited in the last three years.

An external procurement process was carried out between January-June 2016 with the contract awarded to Endeavour Coaches which included an agreement to publicise Safeside and volunteer opportunities. A good working relationship has been maintained throughout and positive feedback has been received. The company have been flexible to the needs of the school including changing dates when required.

Current Status

Between July 2016 and March 2018, 41 additional visits supported by this funding (at an estimated cost of £9.5K) have taken place or will do by the 31 March. Enquiries have been received for April and June 2018 which fall outside this current financial year. A request to WMFS Finance has been made to carry forward the funding to the next financial year to be able to confirm and progress booking requests for schools.

Number of Schools Booked up until 31.03.18

Birmingham	18	Coventry	4
Solihull	2	Wolverhampton	2
Sandwell	7	Dudley	3
Walsall	4		

Number of Schools 01.04.18 onwards

Birmingham	0	Coventry	1
Solihull	0	Wolverhampton	0
Sandwell	7	Dudley	0
Walsall	0		

Moving forward

Following the success of this funding to support free travel to schools in areas of greatest need having been, identified through deprivation data, a five strand approach to work towards sustainable travel includes:

- Wider work with Fire Engineering, who undertake the work with Primary Authority partners, and to direct some of the funding from partners to specifically to go against Safeside coach travel
- External income from hire of Safeside facilities
- To explore reduced travel costs based on the current contract with Endeavour Coach Company
- Increased working with Business Development to identify funding

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY
SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

Date of Meeting	Item	Responsible Officer	Completed
2017			
04 September 2017	Analysis of Progress of Corporate Performance against The Plan for Quarter 1 2017/2018	Director of Service Delivery	
	Update on Review of Data Sharing	Director of Service Delivery	
	Operational Assessment Improvement Register – delayed to Oct meeting	Strategic Enabler Strategic Hub	
	Consideration of Work Programme	Chair Of Scrutiny Committee	
09 October 2017	Dispute Resolution Monitoring – submitted at Sept meeting	Strategic Enabler People Support Services	
	Operational Assessment Improvement Register	Strategic Enabler Strategic Hub	

13 November 2017	<p>Analysis of Progress of Corporate Performance against The Plan for Quarter 2 2017/2018</p> <p>Diversity, Inclusion, Cohesion & Equality Update</p> <p>Update on the Review of Positive Action and Firefighter Recruitment</p>	<p>Director of Service Delivery</p> <p>Strategic Enabler People Support Services</p> <p>Strategic Enabler People Support Services</p>	
2018			
Date of Meeting	Item	Responsible Officer	Completed
26 February 2018	Analysis of Progress of Corporate Performance against The Plan for Quarter 3 2017/2018	Director of Service Delivery	
26 March 2018	<p>Dispute Resolution Monitoring Report</p> <p>Operational Assessment Improvement Register</p> <p>Update on Review of Data Sharing</p>	<p>Strategic Enabler People Support Services</p> <p>Strategic Enabler Strategic Hub</p> <p>Director of Service Delivery</p>	

[ILO: UNCLASSIFIED]
March 2018

	Safeside – Update on Transport Funding	Director of Service Delivery	
	Consideration of the Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	
04 June 2018	Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2017/2018	Director of Service Delivery	
	Diversity, Inclusion, Cohesion & Equality Update	Strategic Enabler People Support Services	
	Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	

To report as appropriate:

- Review of positive action and firefighter recruitment
- Update on the outcomes of the data sharing review

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

Items greyed out indicate that they have been completed / submitted to the Committee.

[ILO: UNCLASSIFIED]
March 2018

