

West Midlands Fire and Rescue Authority

Scrutiny Committee

You are summoned to attend the meeting of Scrutiny Committee to be held on
Monday, 13 November 2017 at 10:30

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

for the purpose of transacting the following business:

Agenda – Public Session

- | | | |
|---|--|---------|
| 1 | To receive apologies for absence (if any) | |
| 2 | Declarations of interests | |
| 3 | Minutes of the Scrutiny Committee held on 09 October 2017 | 3 - 6 |
| 4 | Scrutiny of Positive Action and Firefighter Recruitment | 7 - 20 |
| 5 | Diversity Inclusion Cohesion Equality Update | 21 - 26 |
| 6 | Analysis of Progress of Quarterly Performance Against The Plan Qtr 2 2017-18 | 27 - 46 |
| 7 | Scrutiny Committee Work Programme 2017-18 - Nov 2017 | 47 - 50 |

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

09 October 2017 at 12:30 p.m.
at Fire Service Headquarters, Vauxhall Road, Birmingham

Present: Councillor Spence (Vice-Chair),
Councillors Barrie, Booth (substitute), Brackenridge, Hogarth,
Miks,

Apologies:

Councillors Male, Tranter and Young

Observer:

Nil

27/17 **Declarations of Interests**

There were no declarations of interest.

28/17 **Minutes of the Scrutiny Committee held on 04 September 2017**

Resolved that the minutes of the meeting held on 04 September 2017, be approved as a correct record.

29/17 **Operational Assessment Improvement Register**

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

Members were asked to note and comment on the contents of the Operational Assessment (OpA) Improvement Register and to note that the Service would utilise its existing planning and performance frameworks to implement and monitor performance in addressing the areas for consideration arising from the OpA process.

Some of the areas for consideration within the Improvement Register were very wide in their scope and it had not been possible in some cases to refine such areas to a specific area or function.

Some areas for consideration related to work which constituted continuous areas for development for the Service and as such, had been recorded as complete for the purposes of this exercise and would not be included within future updates provided to the Committee.

The areas for consideration and subsequent actions would be managed via the 3PT (portfolio, programme, project, task) approach. It was intended that future updates would be provided to the Committee on a six monthly basis over the following 12 to 18 month period.

The Fire Service Inspectorate had been established and it was possible that the outcomes of the OpA and Fire Peer Challenge could form some basis of the initial inspections.

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

- Area for consideration number 3: As governance for the Service progressed, the future Reformed Fire Authority and the ultimate transfer of governance to the Mayoral West Midlands Combined Authority would reshape the role of Members. The number of Members would reduce and therefore responsibilities would change. Current arrangements would be reviewed and developed where applicable as part of the future governance model.
- Members would receive training on the future governance model if requested. However, it would not be practicable to provide any training until the details of the governance model was confirmed.
- Area for consideration number 26: The capacity to provide training to the required level was provided in the provision of station based trainers and subject matter advisors. The Distributed Training Model enabled training to be undertaken and for crews to remain operationally available. The model was further facilitated by the provision of hubs at each training location. Work remained ongoing to develop this further.

30/17 **Scrutiny Work Programme 2017-18**

The committed noted the work programme for 2017/18.

31/17 **Workshop for members on Dispute Resolution process**

Helen Sherlock, Senior Business Partner, People Support Services, provided a presentation on the Service's dispute resolution process as part of a workshop for Members following the request for further information that had been raised at the meeting of the Committee held in September.

Meeting ended at 13.06 hours

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WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

13 NOVEMBER 2017

1. **SCRUTINY OF POSITIVE ACTION AND FIREFIGHTER RECRUITMENT**

Report of the Chief Fire Officer

RECOMMENDED

That Scrutiny Committee notes the progress made in relation to the review of positive action and firefighter recruitment.

2. **PURPOSE OF REPORT**

To provide an update to Scrutiny Committee on current activity in developing the Services' approach to positive action and firefighter recruitment.

3. **BACKGROUND**

3.1 Scrutiny Committee has undertaken to review and evaluate our approach to positive action and firefighter recruitment.

Members of the working group met on 9th October and discussed the current activity being undertaken by the Service.

3.2 The scope for the review was to consider our practices in relation to both positive action and recruitment and selection, and make recommendations for improvement.

3.3 The approach to recruitment has moved away from campaign based, instead focusing on generating a candidate pool that we will nurture through selection. This will provide us with a sustained approach to positive action that will drive our recruitment activity.

4. **Workforce Planning**

Our workforce planning assumptions indicate that we need to recruit 105 new entrant firefighters during the calendar year 2018. The diagram at Appendix 1 shows the impact of this when compared to the establishment figure.

5. **Positive Action Approach**

5.1 **Vision**

Our vision is to be representative of the communities we serve. Our current working population (aged 16 – 64) reflects:

- 49% female
- 19% Asian
- 6% Black/African/Caribbean/Black British
- 3% mixed

Our current uniformed workforce demographics include:

- 5.4% female
- 3% Asian
- 4% Black/African/Caribbean/Black British
- 3% mixed

A further, more detailed breakdown of Ethnicity can be found at Appendix 2.

In order to improve the way in which we deliver our services to our communities we must increase the diversity of our workforce. We will work both internally and externally with our communities to consider innovative and modern approaches in the redesign of our services. We will challenge ourselves to think differently, listen to our communities and reduce or remove barriers and limitation that underrepresented groups may face.

5.2 **Opportunity**

Predicted retirements and proposed recruitment over the next four years will mean changing 29% of our operational workforce providing a greater opportunity to change the profile of our workforce than we have had for many years.

Whilst we have increased representation over recent years, there is still much more to do. We have introduced ambitious recruitment targets and will change the way in which we carry out positive action, moving to a candidate nurturing approach.

5.3 **Recruitment Targets**

2017/2018 20% of new starters will be women
35% of new starters will be BME

2018/2019 40% of new starters will be women
35% of new starters will be BME

2019/2020 50% of new starters will be women
35% of new starters will be BME

2020/2021 60% of new starters will be women
35% of new starters will be BME

In July and August, we recruited 27 new entrants including 2 women (7.5%) and 6 BME (22%).

5.4 **Intelligence Gathering**

We have gathered information from our community members with specific regard to understanding the potential barriers faced by our underrepresented groups. The intelligence gathered will ensure that we are able to target our activity and resource effectively as well as shape the way in which we recruit in the future in an intelligence led way. This will influence the recruiting system, marketing and positive action moving forward. Early analysis of this data has shown that many women believe that they are not strong or fit enough to be a firefighter, where people from Black and minority ethnic backgrounds comment that they do not see role models within the Service.

5.5 **Candidate Nurturing**

We will have a sustained approach to positive action which will drive our recruitment activity. We will move away from campaign based recruitment, instead focussing on generating a candidate pool that we will nurture through selection.

Our recruitment activity will focus on three phases 1) Attraction, 2) Selection and 3) Onboarding / Induction.

It is our intention to expand our positive action activity across the three phases, offering support and advice to candidates along their recruitment journey.

Phase 1 Attraction – our marketing strategy will reflect the changing role of the firefighter, focusing on those behaviours and skills that may not previously have been measured during selection. Through our marketing and diverse imagery, we will ensure that we attract a different type of candidate. Through our internal channels we will open career paths for existing employees, volunteers, community members and Fire cadets. We will develop our internal communication strategy to engage with our existing employees, who in turn will engage with our local communities. We will work in partnership with external agencies including job centres and other community and education networks to target our advertising and reach out to those who have not necessarily seen the Fire Service as an employer of choice.

Phase 2 Selection – support will be provided to candidates during the selection phase outlining what can be expected of them during the assessment days. Fitness sessions will provide information and advice regarding levels of strength and fitness required.

Phase 3 Onboarding / Induction – once successful during the recruitment process, candidates will be allocated a buddy / mentor to support them during their early career.

Our approach to candidate nurturing is shown at Appendix 3.

6. **Positive Action Activity**

6.1 **Attraction and Marketing**

Working in partnership with the Fire Service College, we have introduced the Attract Module of the 'Attract to Train Programme'. The attract module is made up of two main stages:

Attraction – developing a social media marketing and attraction campaign. This includes campaign planning and developing the media strategy. A West Midlands specific web area has been created on the 'Be a Firefighter' national portal with localised imagery.

Sift – initial stages of selection utilising a number of selection tools. These are detailed in the Online Application section below.

We have identified the need to address the misconceptions about the firefighter role, rethink our communications strategy and overall approach to recruitment. We need to communicate with right audience with the most engaging messages regarding employment. By doing this we would expect to boost the diversity of applicants.

6.2 **Taster Sessions**

These sessions provide an insight into the firefighter role. They are aimed at fostering a sense of confidence in individuals and allow potential candidates the opportunity to make informed decisions about a career in the Fire Service. The sessions are targeted at our underrepresented groups and are held at key locations across the Service.

6.3 **Pre Recruitment Course**

Women only course designed to remove or reduce barriers to recruitment. The course runs over five sessions and involves input on the firefighter role, preparation for recruitment and fitness assessment.

6.4 **Airwaves Media Project**

Bespoke taster sessions targeted at the South Asian communities. Pilot session is due to be held in November 2017 with further sessions to be rolled out over the next 12 months.

6.5 **Fitness Sessions**

A two session programme where delegates are offered advice on fitness and nutrition. They also have the opportunity to have their physical ability measured. The two session programme will be focused on session A, where areas of development will be identified and advice given to delegates. Session B will assess progress and further advice and support. Session B can be attended multiple times.

6.6 **DICE Stations**

Designed to embed equality objectives across the organisation, drive cultural change and capture evidence and good practice. Stations are audited every 3 months against a set of performance criteria in a range of equality areas including commitment to positive action, approach to community engagement, having trained staff in the diversity awareness and unconscious bias.

7. **Assessment and Selection**

7.1 **Eligibility Criteria**

To enter the Firefighter recruitment process, the main eligibility criteria includes the need for applicants to be at least eighteen years of age and be resident within the West Midlands service delivery area.

Previously the entry criteria also included the requirement to hold GCSE qualifications grade A – C in English and Mathematics (or equivalent). However, there is some evidence to suggest that the inclusion of such criteria may be a potential barrier to some members of our communities. It is important that our selection methods include an assessment of appropriate numerical and literacy skills and

our newly developed online psychometric tools provide us with this assurance.

Our recruitment process considers the changing role of a Firefighter. The role incorporates a more diverse set of skills relating to a much wider variety of activity that firefighters are now engaged in. These include those 'softer' skills of caring, compassion, empathy and overall emotional intelligence.

7.2 **Online Application**

Working in partnership with the Fire Service College, WMFS has introduced a new online application process. The process includes an eligibility questionnaire followed by a range of psychometric assessments which measure a candidate's ability to be an effective firefighter.

Behavioural Styles Questionnaire – this explores typical behaviours at work and the preferences that a candidate emphasises. Candidates are presented with a series of statements about their working style and are asked to indicate the extent to which they agree or disagree with the statement.

Situational Judgement Test – this measures judgement and decision making in relation to typical situations a firefighter could face. Candidates are asked to rate the effectiveness of different actions that could be taken in response to a given situation.

Verbal Assessment – this measures the ability to evaluate, reason and conceptualise with words and sentences. Candidates are presented with passages of information and four statements about each passage. Candidates are asked to determine whether the statements are true, false or they cannot say based on the information in the passage.

Numerical Reasoning – this measures the ability to understand, interpret and logically evaluate numerical information. Candidates are presented with numerical information in the form of graphs, tables or infographics and statements that relate to the data. Again, candidates are asked to determine whether the statements are true, false or they cannot say based on the information provided.

Mechanical Reasoning – this measures the ability to apply cognitive reasoning to mechanical, physical and practical concepts in order to solve related problems. Candidates are shown mechanical situations and are required to select the best answer from the options available.

7.3 **Assessment Day**

Those applicants who successfully complete the online assessment will be invited to attend an assessment day. The assessment day provides an opportunity to assess how candidates behave and deal with a variety of situations. Traditionally interviewers would rely on how well a candidate responds to a question in an interview scenario. The assessment day will allow assessors to observe how a candidate performs in simulated reality. A range of selection methods will be utilised to ensure a rounded assessment of candidates.

Group Discussion – candidates are assessed in groups of four and are given a topic to discuss among themselves. The group discussion is designed to assess how candidates work with others. Assessors are able to observe behaviours that are exhibited by various candidates and determine how well they demonstrate the competencies required of the firefighter role.

Role Play Exercise – role play exercises are among the most popular assessment tools and are particularly useful when assessing candidates who will be required to work with the public. The role play exercise concentrates on an interaction with a vulnerable person. Candidates performance is observed throughout the exercise and assessed against the behavioural framework.

Interview – The interview panel consists of two members of staff and the interview is based upon a discussion with candidates to understand the person and their behaviours.

Practical Selection Test – The practical selection test comprises of a series of job related tests that follow the national framework to ensure that candidates have sufficient practical ability to handle Fire Service equipment. Candidates are assessed to ensure they can work at heights, have good manual dexterity, and the ability to combine upper and lower body strength and coordination.

The emphasis of the selection process is on ensuring candidates have the right behaviours. Whilst it is important that candidates have the right levels of strength and fitness, this is the last of the assessment areas. The majority of selection decisions are based upon the personal qualities and attributes of the candidates.

8. **NEXT STEPS**

- 8.1 WMFS commenced firefighter recruitment on 4th October and candidates are in the early stages of selection. Detailed analysis of the selection activity will be provided to the Scrutiny Committee working group.
- 8.2 It is proposed that the next up-date to Scrutiny Committee be provided in six months' time.

9. **EQUALITY IMPACT ASSESSMENT**

The activity outlined in this report will require detailed analysis of a range of equality data including all of the protected characteristics.

10. **RISK IMPACT ASSESSMENT**

The objectives identified in this report support the organisation in mitigating its risk with regard to claims of unlawful discrimination.

11. **LEGAL IMPLICATIONS**

The recommendations outlined in this report assists us to fulfil our duties under the Equality Act 2010 particularly to advance equal opportunities and eliminate behaviours that are unlawful under the Act.

12. **FINANCIAL IMPLICATIONS**

Funds to support this work have been identified through the Scrutiny work programme. Early engagement has been had with Equal Approach and costs associated with this work will be identified through their proposal.

13. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

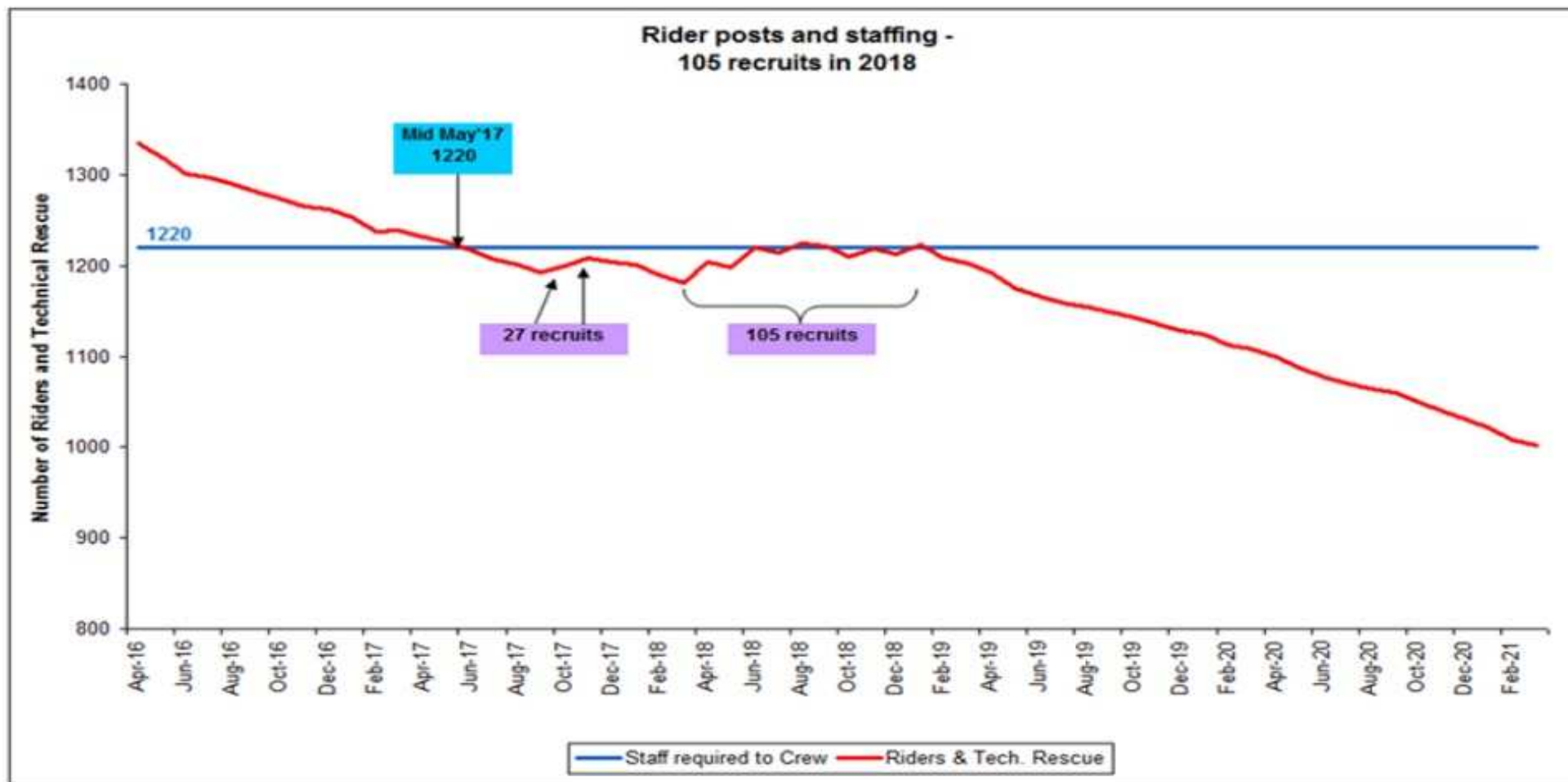
BACKGROUND PAPERS

- Scrutiny Review Scoping Document – Scrutiny of Positive Action and Firefighter Recruitment
- Scrutiny Committee Report of 12 June 2017
- Scrutiny Committee Report of 4 September 2017

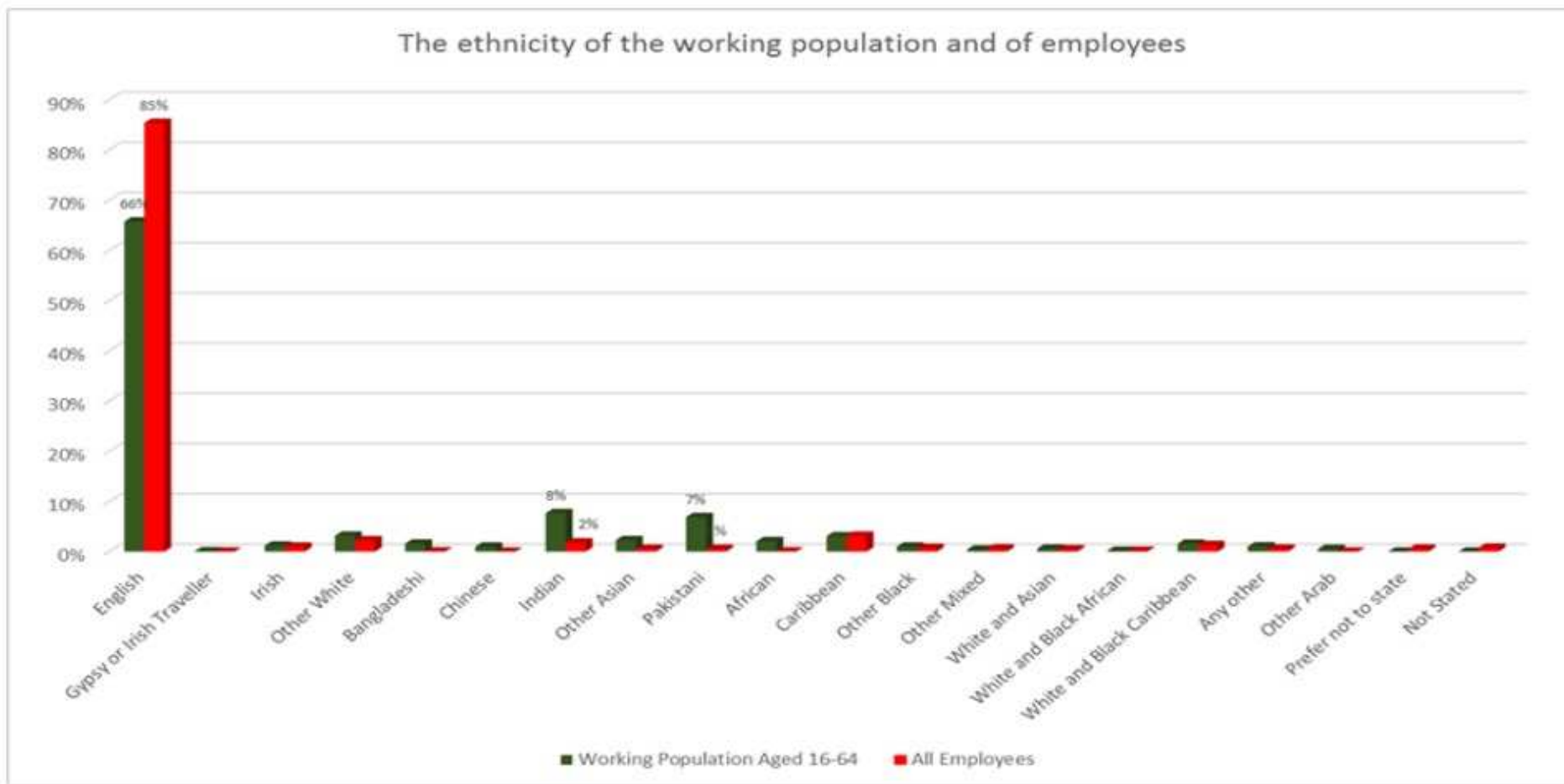
The contact name for this report is Sarah Warnes, Strategic Enabler People, contact number 07973 810813.

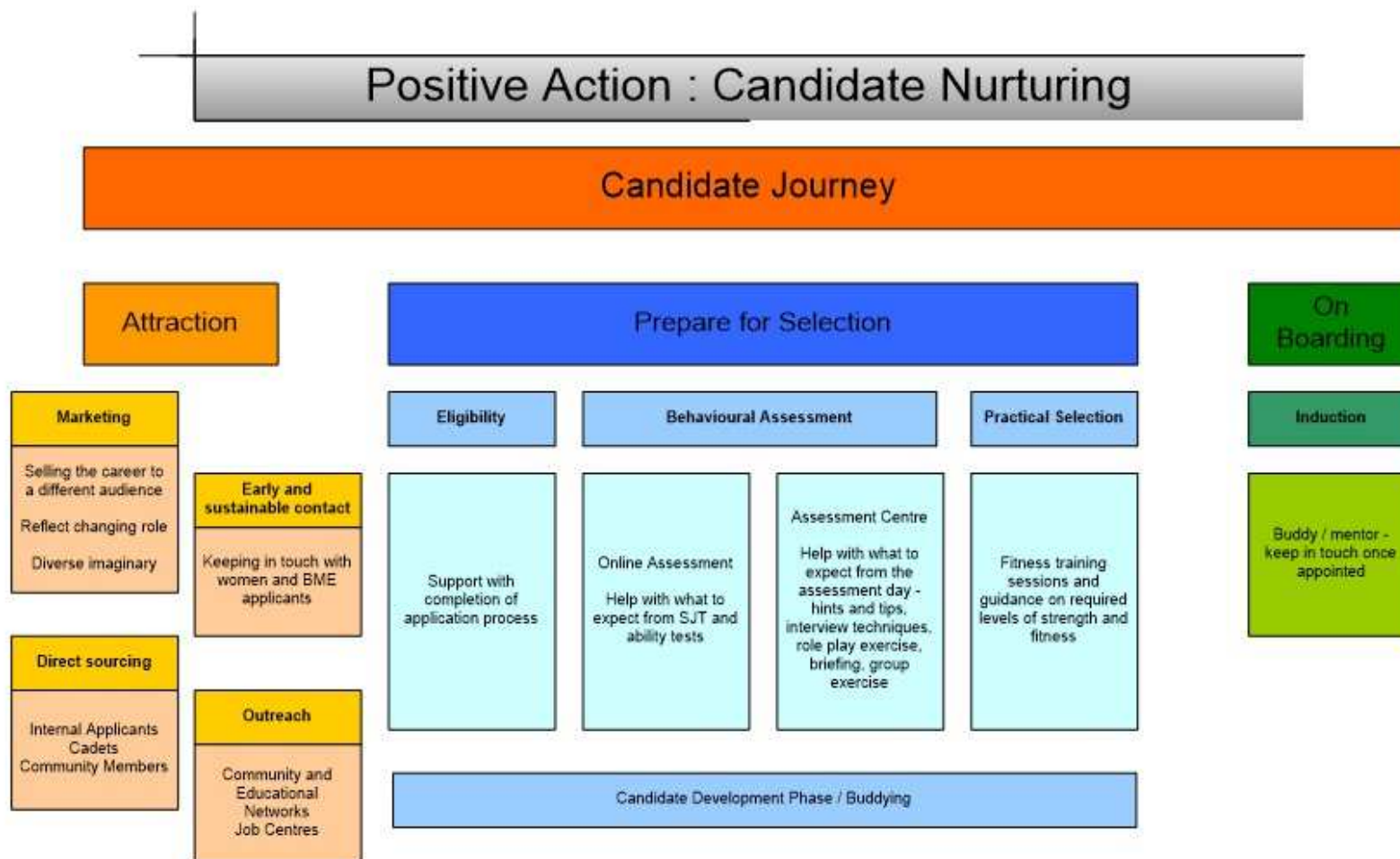
PHIL LOACH
CHIEF FIRE OFFICER

APPENDIX 1



APPENDIX 2





WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

13 NOVEMBER 2017

1. **DIVERSITY INCLUSION COHESION EQUALITY (DICE) UPDATE**

Report of the Chief Fire Officer

RECOMMENDED

THAT Scrutiny Committee note the progress made by the Service in relation to DICE during the last 6 months.

2. **PURPOSE OF THE REPORT**

To provide an update to Scrutiny Committee to review and consider the ongoing progress being made by the Service in advancing DICE. This activity supports our equality objectives as well as our statutory requirements of the Public Sector Equality Duty and Equality Act 2010.

3. **BACKGROUND**

The DICE objectives contained within the DICE report were developed in consultation with functions and departments across the Service. The objectives not only fulfil our legal duties as a public sector organisation under the Equality Act 2010, but also help address areas of development towards achieving excellence in the Equality Framework.

3.1 **Knowing your Communities**

3.1.1 We now have over 3,000 Community Members and this number continues to increase. There is a 50/50 gender split and the highest percentage (37%) are in the age range of 25-44 years. 761 (26%) community members describe themselves as being from a Black or minority ethnic (BME) background. 110 (4%) have declared that they are Lesbian,

Gay, Bisexual or Transgender (LGBT), however 1,048 (34%) have not stated their sexual orientation.

- 3.1.2 A questionnaire was recently sent to all Community Members to gather information about the perceptions of the role of a firefighter and any potential barriers to recruitment that may be faced by our communities. We received 217 responses and these are being analysed to identify any themes. The results will be used to target our positive action activity.
- 3.1.3 WMFS is integrating our Community Members with stations and they have recently supported our station open days, brigade exercises and clothing appeals.
- 3.1.4 A recent Equality Impact Assessment showed that we are performing well with the diversity of our Community Members when compared with national statistics.

3.2 Leadership, Partnership and Service Commitment

- 3.2.1 The DICE station initiative was launched in September 2017 and eleven stations have been identified for the initial roll out. Stations will be audited every three months against a set of performance criteria in a wide range of equality areas. These include their commitment to positive action, being proactive in engaging with diverse communities, and ensuring all staff are well trained in a range of diversity awareness, as well as understanding the impact of unconscious bias on their decision making.
- 3.2.2 WMFS is committed to furthering LGBT equality and attracting LGBT new entrants to increase the diversity of the workforce. A video has been produced by one of our Crew Commanders which will be used as promotional material to encourage LGBT applicants. The Service's FireOut) has been launched including support for our staff who are parents with LGBT children.

A small group of employees attended the Manchester Pride event in August. This was the first social event of FireOut and was open to all.

The transgender policy has been developed and agreed through consultation. The policy was published in October 2017.

3.2.3 The Disability Confident Scheme is a national scheme designed to help recruit and retain disabled people, and people with health conditions, for their skills and talent. The scheme has three levels. WMFS is currently at Level 1 – Disability Confident Committed as we have inclusive and accessible recruitment, we communicate our vacancies widely, offer an interview guarantee to disabled people, as well as providing reasonable adjustments in selection and employment.

WMFS is now working towards Level 2 – Disability Confident Employer and we have submitted a self-assessment against 2 themes: a) getting the right people for our organisation, and b) keeping and developing our people. Disability Confident Employers are recognised as going the extra mile to make sure disabled people get a fair chance.

3.2.4 WMFS has submitted evidence against the criteria for the Inclusive Top 50 UK Employers 2017. This is a definitive list of UK based organisations that promote inclusion across all protected characteristics, throughout each level of employment within their organisation. As well as showcasing the organisation, the Inclusive Top 50 UK Employers also highlights organisations that are effectively making changes which allow them to become an inclusive employer. In 2016 we were ranked 31 out of 50 and we expect to increase our ranking this year.

3.2.5 Scrutiny Committee are currently reviewing our approach to Firefighter Recruitment and Positive Action as part of the Committee's work programme. To support this work, we have recently engaged with a leading equality and diversity consultancy, who are reviewing our current positive action initiatives, processes and future plans. Working in partnership with us as a critical friend, they will provide advice, guidance and recommendations for future positive action activity.

3.3 A Skilled and Committed Workforce

3.3.1 As at 1 July 2017, WMFS employed a total of 1891 employees of which 1391 were uniformed, 437 support staff and 63 fire control. 5% of uniformed staff are female, compared to more than half of non-uniformed staff and nearly 90% of fire control staff. Our workforce is ageing, with the average age of all staff being 44 years.

10% of our employees describe themselves as being from a BME background, compared to 30% of the working population of the West Midlands. When considering this in more detail the largest under-representation is seen amongst the Asian communities where our workforce profile is 3% compared to 19% of the working population.

Declaration rates are generally high across all staff with 99.2% declaring ethnicity, 93% declaring disability status, and 78% declaring both sexual orientation and religion.

3.3.2 The first women only pre-recruitment course has been held across 5 weeks. The course has been designed to remove or reduce barriers to recruitment. 15 women attended the course and have completed an evaluation questionnaire. Feedback from delegates was positive and the progress of these women will be monitored through the firefighter application process.

The second pre-recruitment course will commence in November 2017. The course will be further improved, taking into account the feedback and learning from the first course. We will include a fitness assessment (Chester Treadmill) as well as awareness sessions regarding the psychometric assessments that will be used in selection.

3.3.3 It is recognised that, historically, female firefighter applicants have been disproportionately unsuccessful during the physical tests. In September, we will introduce female only fitness sessions. The sessions will offer advice on fitness and nutrition and provide the opportunity for delegates to assess their physical ability and undertake bespoke fitness activities. These sessions will be targeted at female

applicants ahead of them attending the practical selection test.

3.3.4 Working alongside a locally based company, Airwaves Media, we are further developing our approach to taster days, specifically targeting the South Asian communities in the West Midlands. It is anticipated that the events will attract up to 15 potential applicants per session and will run regularly throughout the year.

3.3.5 The proposal from the Fire Service College (FSC) has been agreed. We are currently focussing on the Attract module of the FSC 'Attract to Train' programme. The attract module is made up of two main elements which include marketing and management of interest via social media, and sifting of applications via a number of online tools.

The final proposal includes targets that have been agreed with the FSC to ensure that we see a return on our investment over and above what we would normally expect from our own marketing campaign. It is expected that the pool of applicants generated via the FSC will be diverse, with 30% female representation and 26% BME representation. The pool of applicants will be assessed on a quarterly basis throughout the 12-month contract and we will review the profile of the candidates on the 3rd and 6th month anniversary of the contract start date.

3.3.6 Our approach to positive action and firefighter recruitment is being considered as best practice within the sector. Our positive action co-ordinator was recently a lead speaker at a Westminster Briefing Conference focusing on positive action in the public sector.

4. **EQUALITY IMPACT ASSESSMENT**

This report responds directly to the General and Specific Duties of the Equality Act and considers DICE issues that are pertinent to the needs of the Service. In doing so a range of equality data has been analysed and considered with regard to all of the protected characteristics.

5. **RISK IMPACT ASSESSMENT**

The objectives identified in this report support the organisation in mitigating its risk with regard to claims of unlawful discrimination.

6. **LEGAL IMPLICATIONS**

The recommendations outlined in this report assist us to fulfil our duties under the Equality Act 2010 particularly to advance equal opportunities and eliminate behaviours that are unlawful under the Act.

7. **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

8. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

BACKGROUND PAPERS

Nil.

The contact officer for this report is Sarah Warnes, Strategic Enabler for People, contact number 07973 810813.

PHIL LOACH
CHIEF FIRE OFFICER

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

13 NOVEMBER 2017

1. **AN ANALYSIS OF PROGRESS OF QUARTERLY PERFORMANCE AGAINST 'THE PLAN' – QUARTER TWO 2017/2018**

Report of the Chief Fire Officer.

RECOMMENDED

1.1 THAT the Committee note the status of the Service's key performance indicators in the second quarter of 2017/2018 (Appendix 1).

1.2 THAT the Committee note the progress made in delivering the three strategic priorities contained in 'The Plan' 2017-20 (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 2017/2018.

3. **BACKGROUND**

The second Quarterly Performance Review meeting of 2017/2018 was held on 31 October 2017. This quarterly meeting, attended by the Chair of the Scrutiny Committee, Principal Officers, Strategic Managers 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 2017/2018.

4.3 Service Delivery Performance Indicators

4.3.1 Response:

- PI 1 – the risk based attendance standard; performance continues to be positive, with the targets having been met for all four categories of incident type. The overall performance is rated as over performance against the tolerance levels (blue).
- Average attendance times for Category 1 incidents (the most critical and important of the four categories) is 4 minutes 38 seconds in Quarter 2, a decrease of eight seconds compared to the previous quarter.
- Average attendance times for Category 2, 3 and 4 Incident Types remain well within their respective targets:
 - Category 2 Incident Type: 5 minutes 30 seconds (a decrease of six seconds) – the target is under 7 minutes.
 - Category 3 Incident Type: 4 minutes 54 seconds (a decrease of one second) – the target is under 10 minutes.
 - Category 4 Incident Type: 6 minutes 38 seconds (an increase of three seconds) – the target is under 20 minutes.

4.3.2 Prevention:

- The overall performance is rated as performance is within the tolerance levels (green).
- 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 10 The number of arson vehicle fires.
 - PI 12 The number of arson fires in derelict buildings.
- There are five areas where under performance has been demonstrated against the tolerance levels (red):
 - PI 5 The percentage of Safe and Well visits referred by our partners.
 - PI 6 The number of Safe and Well points achieved by the Brigade.
 - PI 8 The number of arson fires in dwellings.
 - PI 9 The number of arson fires in non-domestic premises.
 - PI 11 The number of arson rubbish fires.
- The 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 overall performance is rated as performance is within the tolerance levels (green).
 - PI 13 – The number of accidental fires in non-domestic premises demonstrates performance is within the tolerance levels (green).

- PI 14 – The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises demonstrates performance is within the tolerance levels (green).

4.4 People Support Services Performance Indicators

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

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

4.4.2 There are two 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 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 indicate over performance against the tolerance levels (blue):

- PI 22 – The total number of RIDDOR injuries.
- PI 24 – To reduce the gas use of Fire Authority premises.
- PI 25 – To reduce the electricity use of Fire Authority premises.

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

- PI 21 – The total number of injuries

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

4.6 Strategic Objectives

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

4.6.2 The Corporate Action Plans for Prevention and Protection currently indicate performance within the tolerance levels (green).

5. **PERFORMANCE MANAGEMENT SYSTEM**

5.1 The implementation of the InPhase performance management system continues with work progressing on the structure of the system for performance and planning, and the design of the relevant dashboards to display performance information in an intuitive and user friendly style, as the system is rolled out across the organisation.

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

5.3 Development and implementation of the 3PT (Portfolio, Programme, Project, Tasks) approach continues. As it develops, it will begin to inform the future approach to corporate performance and the systems used.

6. **CORPORATE RISK**

6.1 Corporate Risks are those risks that, if realised, would seriously affect the Service’s ability to carry out its core functions or deliver key objectives.

6.2 In accordance with the Corporate Risk Management Strategy, all risks maintained within the Corporate Risk Register have been reviewed by Senior Risk Owners in order to update the relevant triggers, impacts and control measures and determine a relevant risk score, if appropriate, based on assessment of likelihood and impact.

6.3 A report of progress against our Corporate Risks is submitted separately to the Audit Committee.

7. **EQUALITY IMPACT ASSESSMENT**

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

8. **LEGAL IMPLICATIONS**

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

9. **FINANCIAL IMPLICATIONS**

- 9.1 The level of response, protection and prevention resources required to achieve the targets for the operational indicators shown in Appendix 1 were considered as part of the Authority's 2017/2018 budget setting process which established a total budget requirement of £94.848 million. As at the end of September 2017 actual expenditure was £50.305 million compared to a profiled budget of £50.600 million resulting in a £0.295 million underspend. Based on Best Value Accounting Code of Practice the estimated cost of staff engaged in prevention work, including an element for watch based firefighters for 2017/2018 is £13.2 million.
- 9.2 The cost of delivering services which contribute to the performance achievements comprise goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch based staff that provide emergency response as well as prevention services.
- 9.3 The full year budget for smoke alarms and other supporting materials in 2017/2018 is £364,000. Actual expenditure as at the end of September 2017 was £171,000. Expenditure for the second quarter is in line with the profiled budget.

10. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

BACKGROUND PAPERS

'The Plan 2017-20' Strategic Objectives – Level 2 Action Plans.
Corporate Action Plan updates.

Corporate Risk Position Statement Quarter 2 2017 (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 Two 2017/18

Key:	
Blue	Over performance against the tolerance levels
Green	Performance is within the tolerance levels
Red	Under performance against the tolerance levels

Response


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

To support the delivery of the following Strategic Objective:

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

Overall assessment of performance:

- Over performance against the tolerance levels

PI 1		<p>The Risk Based Attendance Standard Target: under 5 minutes Actual: 4 minutes 38 seconds Over performance against the tolerance levels</p>
<p>The median attendance time to high-risk (Cat 1) incidents in quarter two was 4 minutes 38 seconds, a decrease of 8 seconds compared to the previous quarter. The year to date median attendance time was 4 minutes 43 seconds.</p> <p>Attendance times for Category 2, 3 & 4 incidents remain well within target:</p> <ul style="list-style-type: none"> • Category 2: 5 minutes 30 seconds (target is under 7 minutes) • Category 3: 4 minutes 54 seconds (target is under 10 minutes) • Category 4: 6 minutes 38 seconds (target is under 20 minutes) 		



Prevention





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

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

Overall assessment of performance:

- Performance is within the tolerance levels

<p>PI 2</p>		<p>The number of accidental dwelling fires Forecast YTD: 768 (683 - 829) Actual to date: 782 Performance is within the tolerance levels</p>
<p>Accidental Dwelling Fires are 1.8% above target year to date, remaining within the tolerance levels. The figure for quarter two is 1.4% below target, an improvement on quarter one which had been 5.0% above target.</p> <p>Black Country South is above the upper tolerance level for the year to date, with 169 incidents against a target of 152. This is mainly due to Dudley Borough which has exceeded tolerance levels since April 2017. Solihull Borough is above the upper tolerance level although performance has improved and monthly figures were below target for the last two months of the quarter.</p>		
<p>PI 3</p>		<p>Injuries from accidental fires in dwellings (taken to hospital for treatment) Forecast YTD: 30 (20 – 37) Actual to date: 29 Performance is within the tolerance levels</p>
<p>There were 17 injuries as a result of Accidental Dwelling Fires in quarter two (29 year to date, against a target of 30). Smoking related injuries were higher than expected accounting for 31% of injuries (nine in total), and cooking related fires accounted for 37.9%. Six of the nine smoking related injuries occurred in Birmingham (five within the Birmingham North command area). Four of the smoking related injuries occurred during quarter two and all involved drugs / alcohol (the two incidents in quarter one did not).</p>		

PI 4		<p>The number of deaths from accidental dwelling fires Forecast YTD: N/A Actual to date: 4</p>
<p>There were two fatalities at Accidental Dwelling Fires in quarter two, one in Birmingham and one in Sandwell.</p>		
PI 5		<p>The percentage of Safe and Well visits referred by our partners Forecast YTD: 50% (50% - 52.5%) Actual to date: 43.1% Under performance against the tolerance levels</p>
<p>At the end of quarter one the figure for the percentage of Safe & Well visits referred from partner agencies stood at 34.4% (compared with 44.4% in quarter four 2016/17). This has increased to 52.4% in quarter two, giving a year to date figure of 43.1%.</p> <p>There has been a positive upturn during quarter two with the figure for September being the highest ever at 54.6%. The significant improvement is due to a number of linked activities by the Operational Crews, Partnerships Team and Fire Control.</p>		
PI 6		<p>The number of Safe & Well points achieved by the Brigade Forecast YTD: 137,500 Actual to date: 122,582 Under performance against the tolerance levels</p>
<p>Quarter two reflected an improvement in the number of Safe and Well points achieved with 68,112 points compared to 56,222 in quarter one (the quarterly target is 68,750).</p> <p>Performance varies across the Service, with Command Areas recording the following performance against their respective targets:</p> <p>Birmingham – 93.5% Black Country North – 124.8% Black Country South – 118.5% Coventry and Solihull – 61.5% West Midlands (in total) – 99%</p>		
PI 7		<p>The number of people killed or seriously injured (KSI) in road traffic collisions Forecast YTD: Not applicable Actual to date: 267 (not up to date)</p>


Delays continue in the provision of figures for this performance indicator. At the time of writing, the figure for quarter two 2017/18 is 267.

The number of people killed or seriously injured (KSI) in road traffic collisions appears to currently follow a decreasing trend after peaking in May 2016.


The figures for the calendar year 2016 have been published and are therefore confirmed, with a total of 1099 KSI.

The number of people killed in road traffic collisions between January and March 2017 has been revised, with 12 currently recorded instead of the 18 previously mentioned. So far there have been seven fatalities in quarter one of 2017/18, and four in quarter two.

Quarter one 2017/18 currently has 211 KSIs recorded, compared to 289 recorded in quarter one 2016/17. 230 KSIs were recorded during quarter four 2016/17 compared to 261 recorded during quarter four 2015/16.

PI 8		The number of arson fires in dwellings Forecast YTD: 95 (74 – 111) Actual to date: 116 Under performance against the tolerance levels
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Arson dwelling fires are 21.7% above target for the year to date. However, after deteriorating for several months, overall performance is demonstrating signs of improvement with the gap between the number of incidents and the target reducing in August and September. This trend can be observed in most Commands.




PI 9		The number of arson fires in non-domestic premises Forecast YTD: 85 (66 – 99) Actual to date: 112 Under performance against the tolerance levels
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Arson fire at non-domestic premises are above the tolerance levels.

Birmingham North is still 79.7% above target, performance has improved since April, when incidents were 273.1% above target. Almost three quarters of incidents in Birmingham North occurred at HMP Birmingham (25 incidents in quarter one and 14 in quarter two).

Birmingham South is also above tolerance (by three incidents).

Black Country South Command is 50.3% (eight incidents) above target.

PI 10		<p>The number of arson vehicle fires Forecast YTD: 466 (356 – 534) Actual to date: 455 Performance is within the tolerance levels</p>
<p>Arson vehicle fires are within the tolerance level for the quarter.</p> <p>Incidents were particularly low in September (57 against a total of 90). Nevertheless, incidents remain above the three year average by 21.5%.</p>		
PI 11		<p>The number of arson rubbish fires Forecast YTD: 1130 (1005 – 1219) Actual to date: 1246 Under performance against the tolerance levels</p>
<p>The number of arson rubbish fires remained above the upper tolerance level for the quarter, exceeding the target by 12.0% in September. However, performance has improved; it had previously been 49.7% above target in April 2017. The wet weather experienced in September was a likely contributor to the reduction in the number of incidents.</p>		
PI 12		<p>The number of arson fires in derelict buildings Forecast YTD: 92 (71 – 107) Actual to date: 84 Performance is within the tolerance levels</p>
<p>The number of arson fires in derelict buildings had stayed within the tolerance levels since May and were 9.0% below target for the year to date. Birmingham South was 52.9% above tolerance for the year to date (five incidents above). Dudley Borough was also above tolerance by 35.1% (also five incidents above).</p>		

Protection



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

To support the delivery of the following Strategic Objective:


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

Overall assessment of performance:

- Performance is within the tolerance levels

PI 13		<p>The number of accidental fires in non-domestic premises Forecast YTD: 213 (166 – 249) Actual to date: 198 Performance is within the tolerance levels</p>
<p>The number of accidental fires in non-domestic premises are 7.1% below target for the year to date. All Commands are within tolerance levels with the exception of Birmingham South which is below tolerance (25 incidents recorded during the quarter). Wolverhampton Borough is also below tolerance with 13 incidents during the same period.</p>		
PI 14		<p>The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises Forecast YTD: 2809 (2499 – 3032) Actual to date: 2755 Performance is within the tolerance levels</p>
<p>The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises are below target and within the tolerance levels for the year to date. The Black Country North and Coventry and Solihull Commands are above tolerance levels.</p> <p>Overall, non-domestic premises accounted for 24.9% of calls for the year to date, which is slightly lower than the same period in 2016/17 (26.6%) and 2015/17 (30.7%).</p>		


People Support Services

<p>PI 15</p>		<p>The percentage of employees that have disclosed their disabled status Target: 100% (90% - 100%) Actual to date: 93% Performance is within the tolerance levels</p>
<p>The percentage of employees disclosing their disability status has remained at 93%. Declaration rates are similar across all categories of staff. 4% of staff have declared that they a disability, equating to 2.9% of uniformed employees and 6.6% of non-uniformed and Fire Control staff.</p>		
<p>PI 16</p>		<p>The number of female uniformed staff Target: 75 (67.5 – 82.5) Actual to date: 75 Performance is within the tolerance levels</p>
<p>There are 75 female uniformed staff (an increase of one compared to quarter one), with two new entrants joining in July. One woman had resigned and another had taken a secondment opportunity.</p> <p>40% of uniformed posts are management roles (Crew Commander and above). 28% of female uniformed staff are in management roles compared to 41% of male uniformed staff.</p> <p>The first women only pre recruitment course has been held, with 15 women actively engage in this programme. The progress of these women through the recruitment process will be monitored. A programme of fitness sessions has been developed to help support and provide advice to women applicants who have been disproportionately unsuccessful during the strength and fitness elements of firefighter recruitment.</p> <p>The Fire Service College initiative has commenced with a social media marketing campaign specifically aimed at Asian women in the first instance with the intention to roll out to other women over the coming weeks. The outcome of this campaign will be monitored with specific candidates' progress being tracked over the coming months.</p>		
<p>PI 17</p>		<p>The percentage of all staff from BME communities Target: 10.0% (9.0% – 11.0%) Actual to date: 10.3% Performance is within the tolerance levels</p>
<p>The percentage of all staff from black and ethnic minority (BME) communities across the organisation has risen slightly to 10.3%.</p>		

8.6% of uniformed staff and 15.1% of non-uniformed staff and Fire Control staff describe themselves as being from a BME background.


Taster days continue to be held regularly across the organisation and, working alongside a locally based company, the Service is further developing its approach to taster days specifically targeting the South Asian communities in the West Midlands.

Work with the Fire Service College has commenced with a social media campaign targeted at Asian women. The success of this campaign will be closely monitored.


PI 17a	 <p>The percentage of uniformed staff from BME communities Target: 8.6% (7.4% – 9.4%) Actual to date: 8.6% Performance is within the tolerance levels</p>
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8.6% of uniformed staff are from Black and Minority Ethnic (BME) communities (exactly on target).

29% of uniformed BME staff are in a management position (Crew Commander and above) compared to 42% of white uniformed staff.

PI 18	 <p>The average number of working days/shifts lost due to sickness – all staff Target: 2.58 (2.1 – 3.1) Actual to date: 3.16 Under performance against the tolerance levels</p>
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An average of 3.16 days/shifts per person were lost due to sickness during quarters one and two (April to September 2017). Although higher than the target of 2.58, performance represents a 6.5% decrease compared to the same period in 2016.

PI 19	 <p>The average number of working days/shifts lost due to sickness – uniformed and Fire Control staff Target: 2.64 (2.1 – 3.2) Actual to date: 3.10 Performance is within the tolerance levels</p>
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An average of 3.10 days/shifts per person were lost due to sickness for the period April to September 2017. Although higher than the target of 2.64, performance represents a 9% decrease compared to the same period in 2016.

16% of Uniformed sickness episodes have no absence reason recorded.

27% of Uniformed back to work interviews have not been recorded on HRMS.


The top 5 causes of sickness (accounting for 61%) are:

- Mental Health - Anxiety/Depression

- Gastrointestinal
- Post-Operative
- Musculoskeletal: Back
- Joint Problems

Long term sickness accounted for 63% of all Uniformed sickness.

37 members of staff are on restricted duties (an increase of 16 compared to quarter one 17/18).

PI 20		<p>The average number of working days/shifts lost due to sickness – non-uniformed staff Target: 2.40 (1.92 – 2.88) Actual: 3.38 Under performance against the tolerance levels</p>
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An average of 3.38 days/shifts per person were lost due to sickness for the period April to September 2017, which is higher than the target of 2.40, and represents a 2.0% increase compared to the same period in 2016.





The top 5 causes of sickness (accounting for 61%) are:

- Mental Health - Anxiety / Depression
- Post-Operative
- Senses: Vision
- Joint Problems
- Hospital In-Patient / Treatment

Long term sickness accounted for 61% of all non-uniformed sickness (35% during quarter one).

Seven members of staff are on restricted duties (a reduction of two).

Safety, Health and Environment

PI 21		The total number of injuries Forecast YTD: 65 (59 – 69) Actual to date: 68 Performance is within the tolerance levels
<p>There have been 35 injuries during quarter two (two incidents more than quarter one).</p> <p>Two injuries occurred during a high rise incident (Cleveland Tower), a Watch Commander suffered a cardiac arrest following a training drill although this was not work related, there were three injuries reported for a Fire Cadet camp in Austria, and there was an unusual burns injury at an exercise (Birmingham Wheels).</p> <p>51 near hits were reported during quarter two, compared to 70 for quarter one. Several reports continue to lead to service improvement such as the storage of EDBA Sets. The main trends identified have been regarding Satellite Navigation, Mobile Data Terminals, and mobilising issues / concerns. Near hits relating to falls response have reduced from eight in quarter one to one in quarter two.</p> <p>32 violence reports have been reported during quarter two compared to 39 in quarter one. The majority of reports are related to verbal abuse, although three reports have been related to weapons.</p>		
PI 22		The total number of RIDDOR injuries Forecast YTD: 9.0 (8.1 – 9.45) Actual to date: 6.0 Over performance against the tolerance levels
<p>There were four RIDDOR reports during quarter two. Two injuries were incident related, and two were support staff related.</p>		
PI 23		To reduce the Fire Authority's carbon emissions Forecast YTD: N/A Actual to date: N/A
<p>Performance indicator is reported on annually at the end of year.</p>		
PI 24		To reduce gas use of Fire Authority premises Forecast YTD: 3033MWh (2730 – 3185) Actual to date: 2630MWh Over performance against the tolerance levels
<p>Slight increase in usage in quarter two compared to the same period in 2016/17. Performance is above the upper tolerance level for the quarter but remains over performing year to date.</p>		

The increase could be attributed to the winter months creeping in. Proposed boiler replacements are planned in the new year at Dudley, Northfield and Willenhall, so efficiencies should be observed in gas usage at those stations.

PI 25



To reduce electricity use of Fire Authority premises

Forecast YTD: 2432MWh (2189 – 2554)

Actual to date: 1567MWh

Over performance against the tolerance levels

Electricity is under target demonstrating over performance against the tolerance levels. There has been consistent usage observed across stations, with little impact from the nights starting to draw in. There is an expected increase in electricity next quarter after the clocks go back.

A number of planned works continued with LED lighting replacements at several locations across the estate. Proposed full station re-wires at Woodgate, Smethwick and Highgate fire stations during this financial year should produce further efficiency savings.

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

Date of Meeting	Item	Responsible Officer	Completed
2017			
04 September 2017	<p>Analysis of Progress of Corporate Performance against The Plan for Quarter 1 2017/2018</p> <p>Update on Review of Data Sharing</p> <p>Operational Assessment Improvement Register – delayed to Oct meeting</p> <p>Consideration of Work Programme</p>	<p>Director of Service Delivery</p> <p>Director of Service Delivery</p> <p>Strategic Enabler Strategic Hub</p> <p>Chair Of Scrutiny Committee</p>	
09 October 2017	<p>Dispute Resolution Monitoring – submitted at Sept meeting</p> <p>Operational Assessment Improvement Register</p>	<p>Strategic Enabler People Support Services</p> <p>Strategic Enabler Strategic Hub</p>	
13 November 2017	Analysis of Progress of Corporate Performance against The Plan for Quarter 2	Director of Service Delivery	

[ILO: UNCLASSIFIED]

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

	Consideration of the Annual Report of the Scrutiny Committee	Delivery Chair of Scrutiny Committee	
04 June 2018	Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2017/2018 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
- 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.

