

West Midlands Fire and Rescue Authority

Collaboration and Transformation Committee

You are summoned to attend the meeting of Collaboration and Transformation Committee to be held on Monday, 25 April 2022 at 13:00

**At Fire Service Headquarters, 99 Vauxhall Road, Nechells, Birmingham B7 4HW
and digitally via Microsoft Teams**

for the purpose of transacting the following business:

Agenda – Public Session

Item No.

- 1 To receive apologies for absence (if any)**

Item No.

- 2 Declarations of interests**

Item No.

- 3 Minutes of the Previous Collaboration and Transformation Committee held on 06 December 2021**

3 - 6

Item No.

- 4 Collaboration & Transformation Committee 2022-23**

7 - 30

Item No.

- 5 Collaboration & Transformation Committee Work Programme 2021-22**

31 - 32

Distribution:

Nicolas Barlow - Member, Jasbinder Dehar - Chair of the Collaboration and Transformation Committee, Simon Foster - Police and Crime Commissioner, Peter Hogarth - Member, Zafar Iqbal - Member, Mary Locke - Member, Catherine Miks - Member, Kirat Singh - Vice Chair of Collaboration and Transformation Committee

This meeting of the West Midlands Fire and Rescue Authority will be held at Fire Service Headquarters. However, please note that although the meeting will be open to the public, there will be limited capacity due to ongoing social distancing measures.

The meeting will also be held digitally via Microsoft Teams allowing observers to access remotely. To access the meeting, please contact a member of the Strategic Hub, West Midlands Fire Service, who will be able to provide login details (please note that Microsoft Teams is not required to join a meeting) or provide guidance if you wish to attend in person at HQ.

Clerk Name:	Karen Gowreesunker
Clerk Telephone:	0121 380 6678
Clerk Email:	karen.gowreesunker@wmfs.net

Agenda prepared by Kirsty Tuffin
Strategic Hub, West Midlands Fire Service
Tel: 0121 380 6906 email: kirsty.tuffin@wmfs.net
This agenda and supporting documents are also available
electronically on the
[West Midlands Fire Service Committee Management Information](#)
[System](#)

Minutes of the Collaboration and Transformation Committee

06 December 2021

Conducted as a public meeting at Headquarters and digitally via Microsoft Teams

Present: Councillor Dehar (Chair), Councillor Locke (Vice-Chair), Councillor Locke and Councillor Barlow.

Virtual: Councillor Iqbal, Councillor Miks, Councillor Singh, Simon Brake

Officers: Phil Loach (CFO), Karen Gowreesunker, Mike Griffiths, Phil Fellows, Stephen Timmington and Kirsty Tuffin.

Please note: Councillor Barlow was present from 10:50am. Councillor Hogarth was available but not in attendance due to experiencing technical issues.

06/21 **Apologies**

Apologies were received from Kash Singh, Strategic Enabler for Digital and Data.

07/21 **Declarations of Interest**

There were no declarations of interest received.

08/21 **Minutes of the Collaboration and Transformation Committee held on 06 September 2021**

Resolved:

1. That the Minutes of the Collaboration and Transformation Committee held on 06 September 2021 were approved as a correct record of proceedings.

09/21 **Collaboration and Transformation – Digital Data and Innovation**

Phil Loach, Chief Fire Officer, presented the Collaboration and Transformation – Digital Data and Innovation report that provided an update on the digital delivery through COVID,

introduced the West Midlands Fire Service Digital, Data and Innovation Strategy and provided examples of its value and introduced key projects that would shape and support the Service.

The Committee were advised that through COVID, excellent digital delivery had been implemented across the Service. This included providing staff with remote access to systems to ensure the transition to working from home had been rapidly implemented, as outlined within the report.

A short video had been developed, that introduced the West Midlands Fire Service Digital, Data and Innovation Strategy to the Service, was shared to Committee Members.

Feedback from Members of the Committee included the need for more basic IT information to be included within the video and to ensure it was accessible to those with special needs/those who have difficulty accessing technology. Phil Loach reassured Members that the video would be available in different languages, dyslexia assistance and the Service would support those with no IT equipment/internet as the move to a digital world developed. Following discussions on the commentary within the video, it was agreed that the voice-over of the video be looked into to ensure it engaged with those within the West Midlands.

Resolved:

1. That it be agreed that the considerable transformation and collaboration progress made and delivered through the COVID period be noted.
2. That it be agreed that the approach through the digital, data and innovation strategy and the positive impact it would have on staff and communities be noted.
3. That it be agreed that the strategy already delivered through Oracle Cloud Project, CRMP, Digital Transformation on Stations initiatives and innovation stations be noted.
4. That it be agreed that support be given to the Service's excellent potential for national collaboration opportunities and continued investment to deliver better, more efficient services to communities.

5. That it be agreed that the voice-over for the video be looked into to ensure it engaged with those within the West Midlands.

10/21

Outcome of the PCC Review – Phase 2

Karen Gowreesunker, Clerk to the Authority, provided a verbal update on the outcome of the PCC Review – Phase 2.

The Committee were advised that Phase 2 of the governments review into the role of the Police and Crime Commissioners (PCCs) had been published at the end of July 2021. Phase 2 would not only expand on from Phase 1 it would seek to understand whether the powers of the PCC should be extended in relation to the role of the PCC and the functional powers of a Fire Authority. The outcome of Phase 2 had been anticipated in the new year and an update on this would be brought back to the Committee.

Resolved:

1. That it be agreed that the verbal discussion be noted.
2. That it be agreed that an update would be brought back to the Committee once the outcome of Phase 2 be provided.

11/21

Collaboration and Transformation Work Plan 2021-2022

Karen Gowreesunker, Clerk to the Authority, presented the Collaboration and Transformation Work Plan 2021-2022 that outlined the planned agenda items for future Collaboration and Transformation Committee meetings that align with the Committees Terms of Reference.

The Committee were advised that an update on the White Paper would be subject to its publication from the Home Office therefore, slight changes could be made to the work plan to reflect this. Once published an update would be provided to Committee.

Resolved:

1. That it be agreed that the Collaboration and Transformation Work Plan 2021-2022 be noted.

The meeting finished at 11:00 hours.

Kirsty Tuffin
Strategic Hub
0121 380 6906

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

Item 4

COLLABORATION AND TRANSFORMATION COMMITTEE

25 APRIL 2022

1. COLLABORATION AND TRANSFORMATION COMMITTEE
2022/23

Report of the Chief Fire Officer

RECOMMENDED

- 1.1 THAT Committee members note the content of the recent Strategic Briefing to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) as it relates to Collaboration and Transformation.
- 1.2 THAT Committee members consider areas of focus for a 2022/23 Collaboration and Transformation Committee Forward Plan.

2. PURPOSE OF REPORT

- 2.1 To provide an update on aspects of the Strategic Briefing provided to HMICFRS as part of the WMFS 2022 Inspection relevant to the work of the Collaboration and Transformation Committee.
- 2.3 To foster discussion amongst Committee members on the priorities for the Collaboration and Transformation Committee in 2022/23 aligned to the Strategic Direction for the Committee agreed in 2019.

3. BACKGROUND

3.1 HMICFRS Strategic Briefing

As part of the current HMICFRS Inspection, the Chief Fire Officer delivered the Strategic Briefing to the Lead Inspector

and their team on the 23 March 2022. This briefing was focused around how WMFS continues its transformation journey, framed around the revised Community Risk Management Plan (CRMP) objectives. The briefing covered the progress the Service has made since the last inspection in 2018/2019 and how it is delivering new strategic objectives. Focus was placed upon progress towards an integrated and holistic health and wellbeing strategy, cultural development and skills competency in service provision, digital transformation to drive efficiency and effectiveness of employee and community engagement, quality assured and evidence decision making, sustainability of the Service Delivery Model.

Highlights of the Strategic Briefing relevant to Collaboration and Transformation have been included in the presentation delivered to the Committee.

From the presentation, the Committee are requested to note the improvement and efficiencies aspects of the transformation journey. Consideration should be given to how this journey should be communicated to stakeholders, both internal and external, and the challenges they bring for our workforce.

3.2 Areas for Consideration by the Committee for development of 2022/23 Forward Plan

The role of the Collaboration and Transformation Committee is to support the Fire Authority's role and responsibility with regards to the strategic development and assurance of transformational collaborative working agreements (up to implementation) aligned to the 'Duty to Collaborate' (under the Policing and Crime Act 2017) and/or the delivery of the Authority' three-year rolling Strategy and annual Plan.

The Committee is expected to submit findings and recommendations to the Authority for consideration.

Following the publication of the Levelling Up White Paper, and with further policy papers expected within the coming months, including the long-awaited Fire Reform White Paper, there will be a range of new opportunities for WMFS to

collaborate with other bodies to make the communities of the West Midlands Safer, Stronger and Healthier. This is in addition to WMFS's existing legal duty to collaborate.

As highlighted within the Strategic Briefing, WMFS also remains committed to transformation and innovation in its approach to Prevention, Protection and Response, using new systems, technologies and approaches to maximise efficiency and effectiveness.

The table below (Fig.1) outlines a range of potential collaboration areas and anticipated developments which may be topics of interest for the Committee in 2022/23. Committee members may wish to suggest further areas of focus during discussion.

Fig 1 – Areas for consideration for Collaboration and Transformation Forward Plan

Topic	Detail
CRMP Projects	Ongoing oversight of the collaborative aspects of the various CRMP projects, such as our work with partners on
Fire Reform White Paper	Subject to publication, evaluation of the transformational and collaboration aspects of the Fire Reform Agenda from central government.
Blue Light Duty to Collaborate	Assessment of success of and opportunities for further collaboration with police and ambulance within the West Midlands
Digital Transformation	Ongoing oversight of WMFS Digital Transformation journey.
Regional and Family Group Collaboration within FRS.	Assessment of success of and opportunities for further collaboration with neighbouring and similar fire and rescue services (e.g. through Association of Metropolitan Fire and Rescue Authorities - AMFRA).
West Midlands Combined Authority (WMCA) Trailblazer Devolution	The forthcoming devolution deal, consequential of the Levelling Up White Paper, will see new powers and funding devolved to the West Midlands.

Deal/Levelling Up White Paper	Committee could explore opportunities for WMFS to collaborate in these new areas and participate in transformation in areas such as Transport, Housing and Community Safety.
Third Sector/Community Collaboration	Seeking to understand and promote WMFS's existing work with Third Sector Partners at a service and station level, and opportunities to expand.
Serious Violence Duty	New Serious Violence Duty will be implemented as part of the Policing, Crime, Courts and Sentencing Bill, and require WMFS (and all FRS) to support the development and implementation of a strategy to combat serious violence alongside Police, LAs and others.
Health and Social Care	Opportunities to collaborate with the Health and Social Care reform agenda – especially in relation to our efforts around Reducing Health Inequalities (CRMP objective)
Environmental Sustainability	WMCA and National Government have set challenging targets for “Net Zero”, which will require significant transformation and collaboration as a service. Opportunities to explore new partnerships and provide oversight of a developing Sustainability Strategy.

3.3 **Development of 2022/23 Forward Plan**

Committee are asked to consider any areas from the above table and from the Strategic Briefing for further consideration during 2022/23. Officers will develop this into a Forward Plan for agreement by the Committee at its next meeting, which will also be used to develop agendas and commission reports for future meetings.

4. **EQUALITY IMPACT ASSESSMENT**

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

5. LEGAL IMPLICATIONS

- 5.1 The detail in this report enables the Authority to ensure alignment to the National Framework for Fire and Rescue Authorities 2018 and the Duty to Collaborate as set out in the Policing and Crime Act 2017.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications

7. ENVIRONMENTAL IMPLICATIONS

- 7.1 This paper has no direct environmental implications

BACKGROUND PAPERS

- Collaboration – Strategic Definition – 7th October 2019

The contact for this report is Tom Embury, Deputy Clerk.

Phil Loach
CHIEF FIRE OFFICER

STRATEGIC BRIEFING

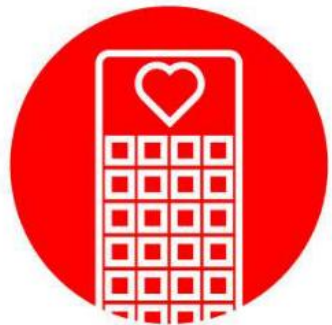


WEST MIDLANDS FIRE SERVICE

Making the West Midlands Safer, Stronger and Healthier

"We have a sense of clarity - we are here to deliver community benefit through our CRMP and will create an environment that will allow our staff to be the best versions of themselves."

TRANSFORMATION



Grenfell

22 Grenfell recommendations complete,
24 Grenfell recommendations with clear action plans
707 Tall Building audits completed
Enhanced response capability to Tall Buildings Fires, including:



Digital By Design

Our digital by design approach underpins everything that we do. We use it as a foundation for data led decision making and creating an employee digital experience that enables all our staff to be the best they can be.

- Tymly
- Dynamic Cover Tool
- 999Eye
- Oracle
- O365



Fire Control - Call Handling

We continue to provide outstanding call handling through fire control, delivering a median call handling of 77 seconds.

999Eye used 6145 times throughout 2021/22



5 Minute Response

We continue to improve our average response times to high risk incidents: 2018/19 4mins 42 secs, 2021/22 4mins 41 secs, Seconds do count!



Cross Border Activity

Operational staff can now access cross-border risk information via the Mobile Data Terminals.

- Despite the challenges of COVID, during 2021/22 we delivered:
- 5 cross border exercises
- 8 cross border Fire Control room exercises
- Led and facilitated a National Talk Group Exercise

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TRANSFORMATION



Investment In Protection

Additional \$582k investment

22 additional staff

Making use of new Retention Policy



Temporary Promotion

We have reduced the number of Temporary Promotions from 23% to 12% since last inspection.



Positive Action

Awareness activities for our Positive Action Strategy & impact on Staff include:

- Middle Manager briefings
- Sway Presentation
- Schedule of Station Visits
- Brave Space talks
- Behaviours in the workplace training
- Open Door recruitment – Staff encouraged to be involved.



Values & Behaviours

Development of our Behavioural Framework & associated training and support, Revised Grievance & Disciplinary Policy



Prevention

Continued delivery of SAW during COVID:

Remote and face-to-face visits

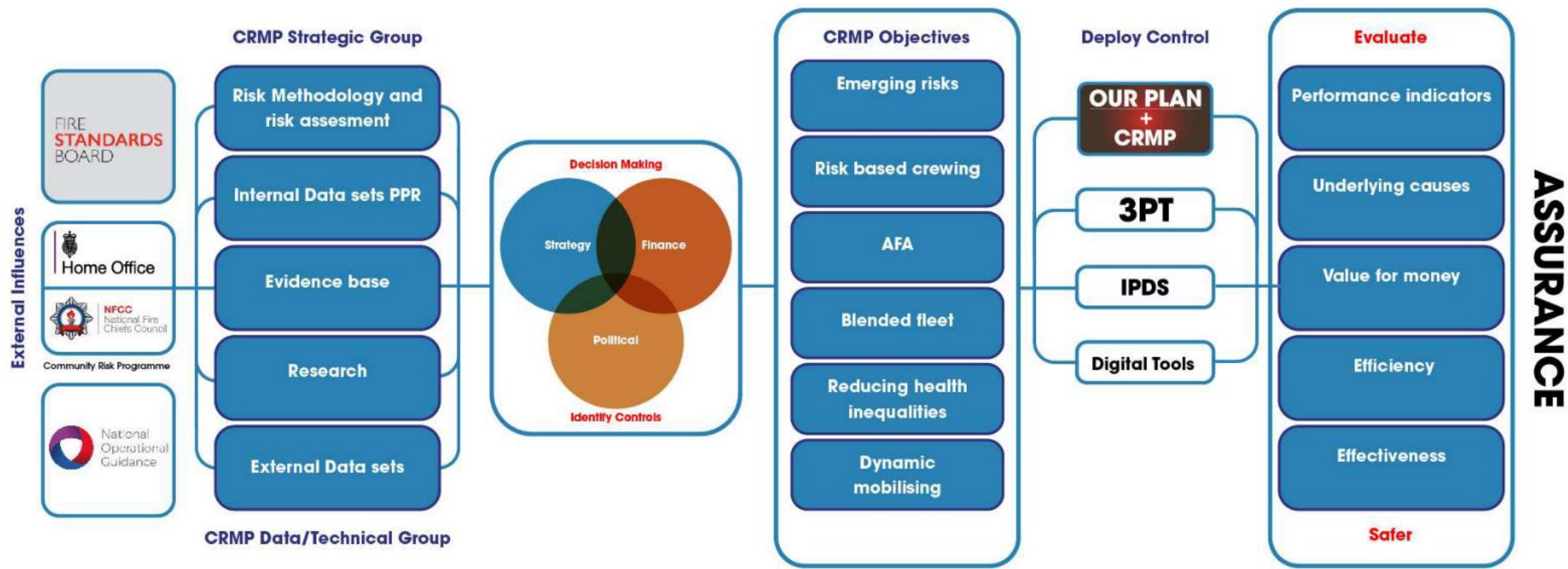
18,450 visits in 20/21

35,700+ visits in 21/22

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Making the West Midlands Safer, Stronger and Healthier

OUR COMMUNITY RISK MANAGEMENT PROCESS



OUR EVOLVING CRMP



Emerging Risks



Risk Based Crewing



Automatic Fire Alarms



Blended Fleet



Reducing Health Inequalities



Dynamic Mobilising

WEST MIDLANDS FIRE SERVICE

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PREVENTION

Our Strategic Priorities

- We will prevent fires, road traffic collisions and other emergencies
- We will focus on reducing health inequalities for our most vulnerable as a means of reducing risk and vulnerability to fires and other emergencies
- We will educate the community to reduce their risk and vulnerability to fires and other emergencies
- We will collaborate, and work in partnership with other organisations to reduce their risk and vulnerability to fires and other emergencies



WEST MIDLANDS FIRE SERVICE

Making the West Midlands Safer, Stronger and Healthier

PREVENTION

- Continued delivery of SAW during Covid pandemic (18,450 in 2020/21 and 34,000+ in 2021/22)
- Development of Remote SAW concept – now delivered through Tymly platform
- Dedicated Prevention QA and Evaluation Team established – Starting with evaluation of SAW
- Innovative use of Virtual Reality for road safety education and fire investigation training
- Providing Fire Investigation support for other UK FRs – through SLAs
- Reducing Health Inequalities as a Strategic Focus



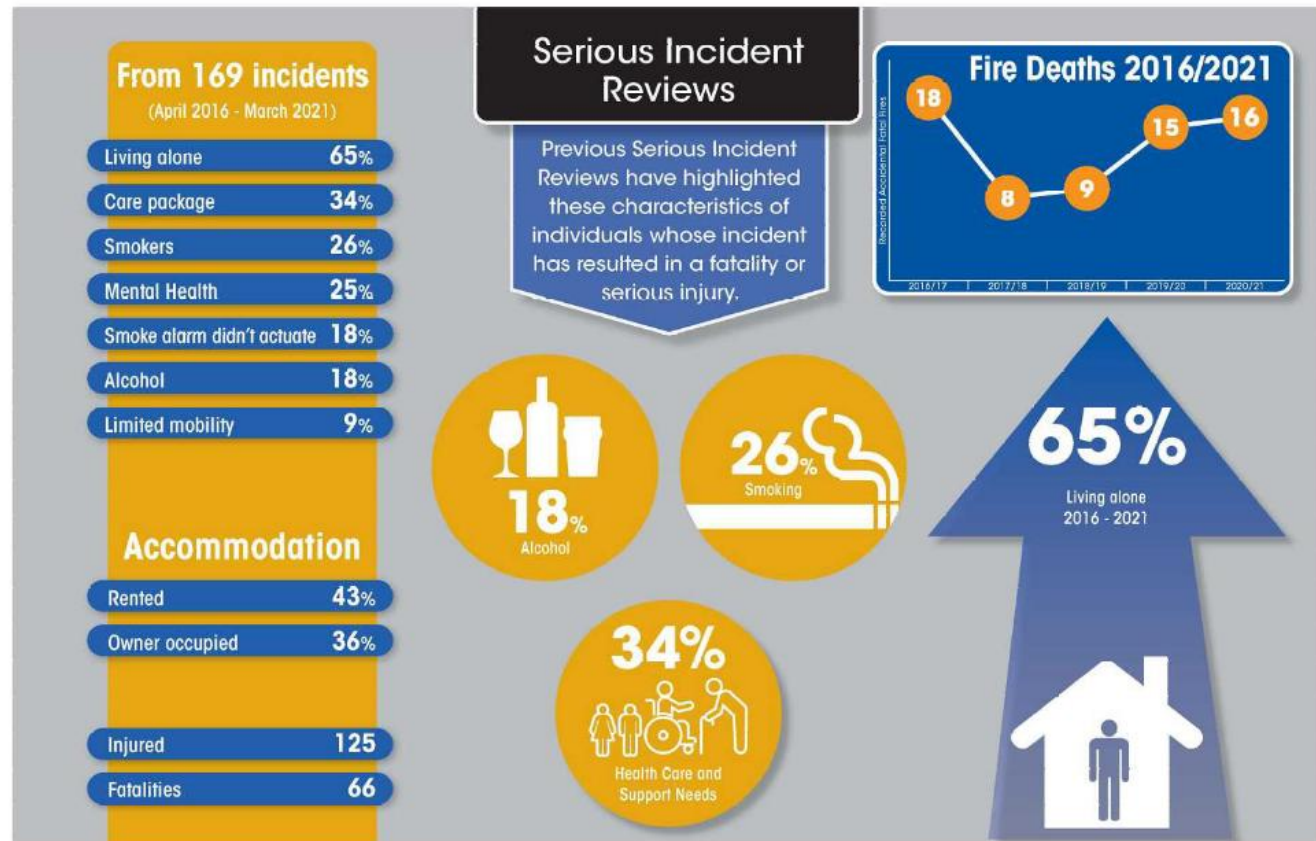
High Risk

- 20/21 36% SAW scored 8.5+
- 21/22 35% SAW scored 8.5+
- Referrals from partners 40%



SERIOUS INCIDENT REVIEWS

- Dedicated Partnership & Vulnerability Teams
- S&W Dashboard, Incident Data and SIR Data supporting evidence led approach
- SIR action plans
- Working with Partners through the Partnership Directories incl Safeguarding Adults Board
- 14 CPD events facilitated by WMFS for partners in our 7 Local Authorities



SAFE AND WELL (SAW) DEVELOPMENT



Tymly platform



Person-centred
framework



Evaluation of outcomes



Partner arrangements



Training and
development of staff



Improving safety
in the home



Empowering and
motivating towards positive
changes that affect health
and wellbeing



Signpost to appropriate
services



Home security advice



Road safety advice



PROTECTION

Our Strategic Priorities

- We will protect you and your property by targeting high-risk buildings and vulnerable businesses
- We will make our communities safer by implementing the learning from independent and sector-led reviews
- We will improve community safety by developing innovative and smarter approaches to help keep your business in business
- We will promote economic growth through the development of sustainable solutions and education to support businesses
- We will reduce disruption to businesses and communities of the West Midlands



WEST MIDLANDS FIRE SERVICE

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PROTECTION

Policy
Education and Engagement
Enforcement

8532 'Safe and Strong' contacts made since Jan'21
833 Audits by Fire Safety Inspector Since Jan '21

Legal case management since Nov 18

15 cases
29 defendants
7 fines
2 suspended sentences
2 Immediate custody



WEST MIDLANDS FIRE SERVICE

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PROTECTION

Audits / Visits / Referral and complaints (21/22 so far)

- Audits 833 with 138 follow up visits · 1624 referral and complaints (98% of complaints action within 3 days)
- 32 prohibitions

Planning and Building

- 12 months completed 1442 (99.57%) Building Regs applications (Circa 65% 2018/19)

Out Of Hours

- 24/7 Fire Safety capability with competent officers. Since May 2020 used 198, 39 prohibition, prevented 22 Prohibition

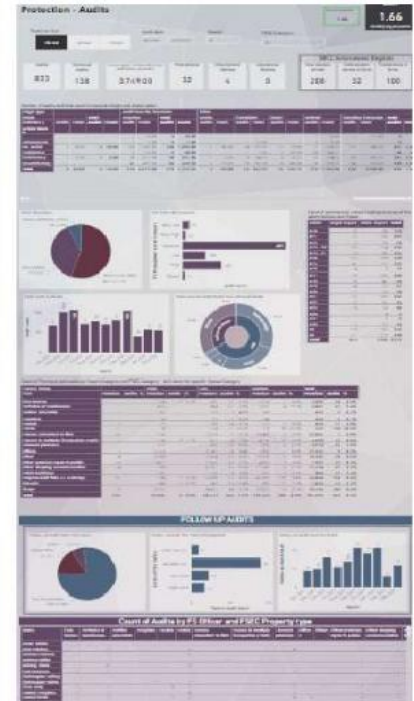
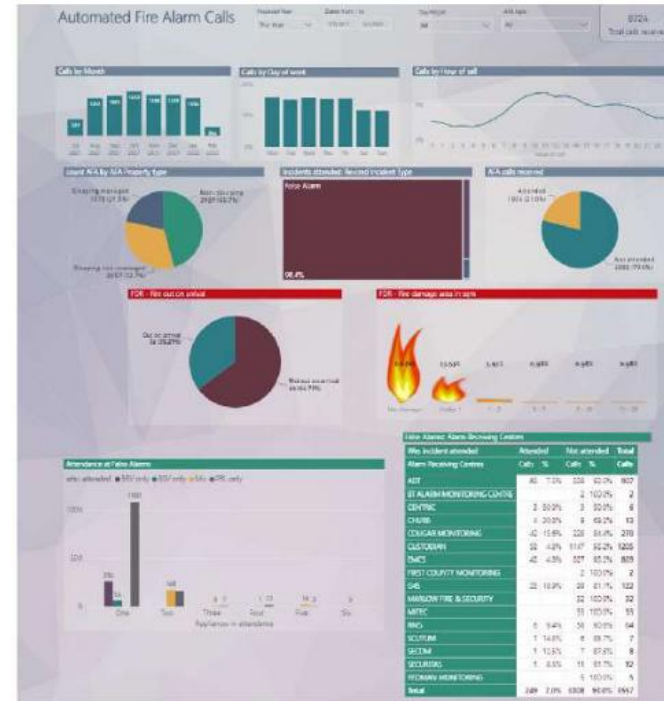
CRR

Investment in a digital approach to support the holistical management of risk in the built environment. AFA


- Dynamic mobilisation, 68% of AFA not attended
- New categories to support management of risk

Recruitment

- Investment in Protection £582k for new Fire Safety Inspecting Officers since 2019.
- In the last 12 months 22 recruited and in training



EMPLOYEE ENGAGEMENT

**James White**
Yesterday at 6:04 PM • Edited • @8

Seen by 73

I would just like to highlight the exceptional work I witnessed today whilst working from Aldridge fire station.

The crew were alerted to a gentleman who had collapsed in the road around 150m from the station. Due to the traffic build up, the crew grabbed the trauma pack and defib and sprinted to the scene. They continued to give CPR to the patient for over 30 minutes, rotating through those on scene. The patient received multiple shocks from the defib, whilst the crew worked to save the gentleman.

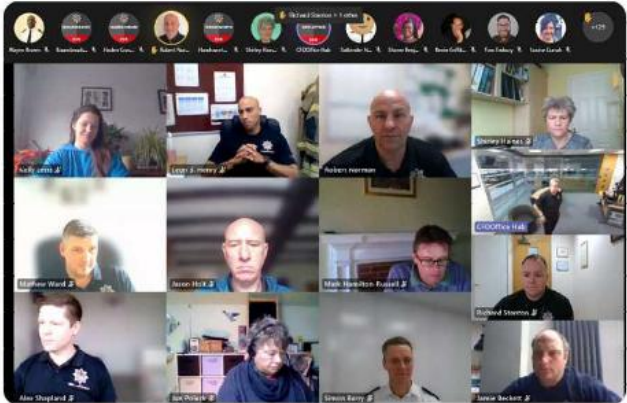
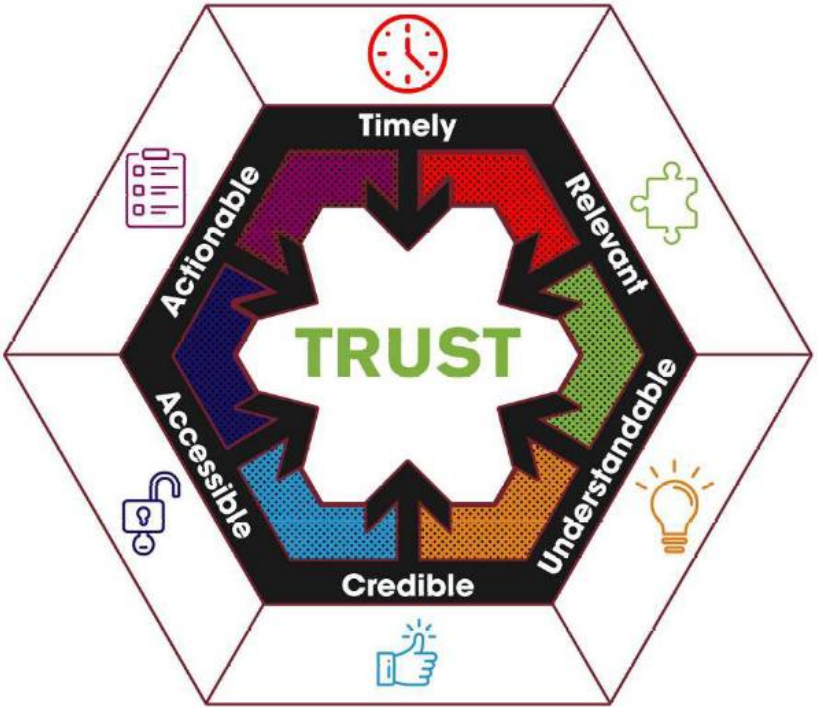
The air ambulance medics arrived on scene and the crew continued to provide CPR to support their efforts, before the patient was taken by ambulance to Walsall Manor hospital.

I spoke to the paramedic following the incident and she was effusive in her praise, stating how much having trained, skilled CPR practitioners on scene so quickly really helped her to give the patient the best possible chances and asked me thank the crew for their efforts and supporting her.

Really great work by everyone involved. [Neil Turner](#) [Neil Kinsey](#) [Carl Hilton](#) [Mitchell Lee](#) [Kreme Grey](#) [Craig Bowdler](#)



“All staff engagement forums have improved engagement - especially with the opportunity for stations to get involved”



DIGITAL AND DATA

Improving the way we deliver services through digital approaches, helping our staff to be as effective as they can be in the workplace.



VISION	Delivering intelligent services to our communities through our digitally-empowered workforce				
	SAFER		STRONGER		HEALTHIER
	GOALS		GOALS		GOALS
BENEFITS	People Focused		Community Focused		Digital Investment
	Innovative		Collaborative		Data Driven
	Opportunity to pioneer new technology		Digital training and development for our staff	Helps our communities to give us information to make them safer	Provides services that are flexible and easy to use
	Increases our capacity to support the most vulnerable in our community		Enables better and faster decision making through our use of data	Strengthens and grows our partnerships, making them more effective	Reduces our impact on the environment



- Removing legacy
- Personal device-based approach
- More time in the community



- Listening to feedback
- Giving everyone a voice
- Personal health & wellbeing



- Investment in strategic platforms
- Skills for the digital age
- Digital leadership at all levels



- Data enabled decision making
- Process transformation and reengineering



WEST MIDLANDS FIRE SERVICE

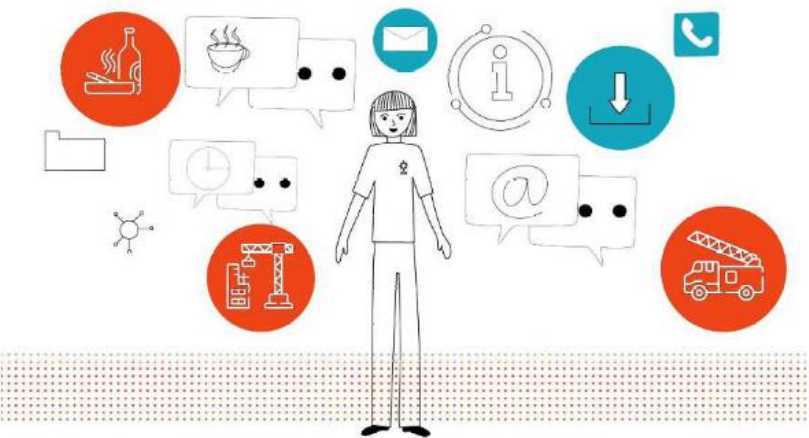
Making the West Midlands Safer, Stronger and Healthier

DIGITAL AND DATA

Improving the way we deliver services through digital approaches, helping our staff to be as effective as they can be in the workplace.

Continued Development

- Digital understanding and skills for our staff and communities.
- Replacement of remaining legacy systems.
- Staff understanding that digital investment gives community benefit, but gains and pain come from process transformation.



Opportunity to pioneer new technology



Training and development for our staff



Helps our communities to give us information to make them safer



Provides services that are flexible and easy to use



Allows us to tailor our advice, guidance and interventions to more people



Enables better and faster decision making through our use of data



Strengthens and grows our partnerships to make them more effective

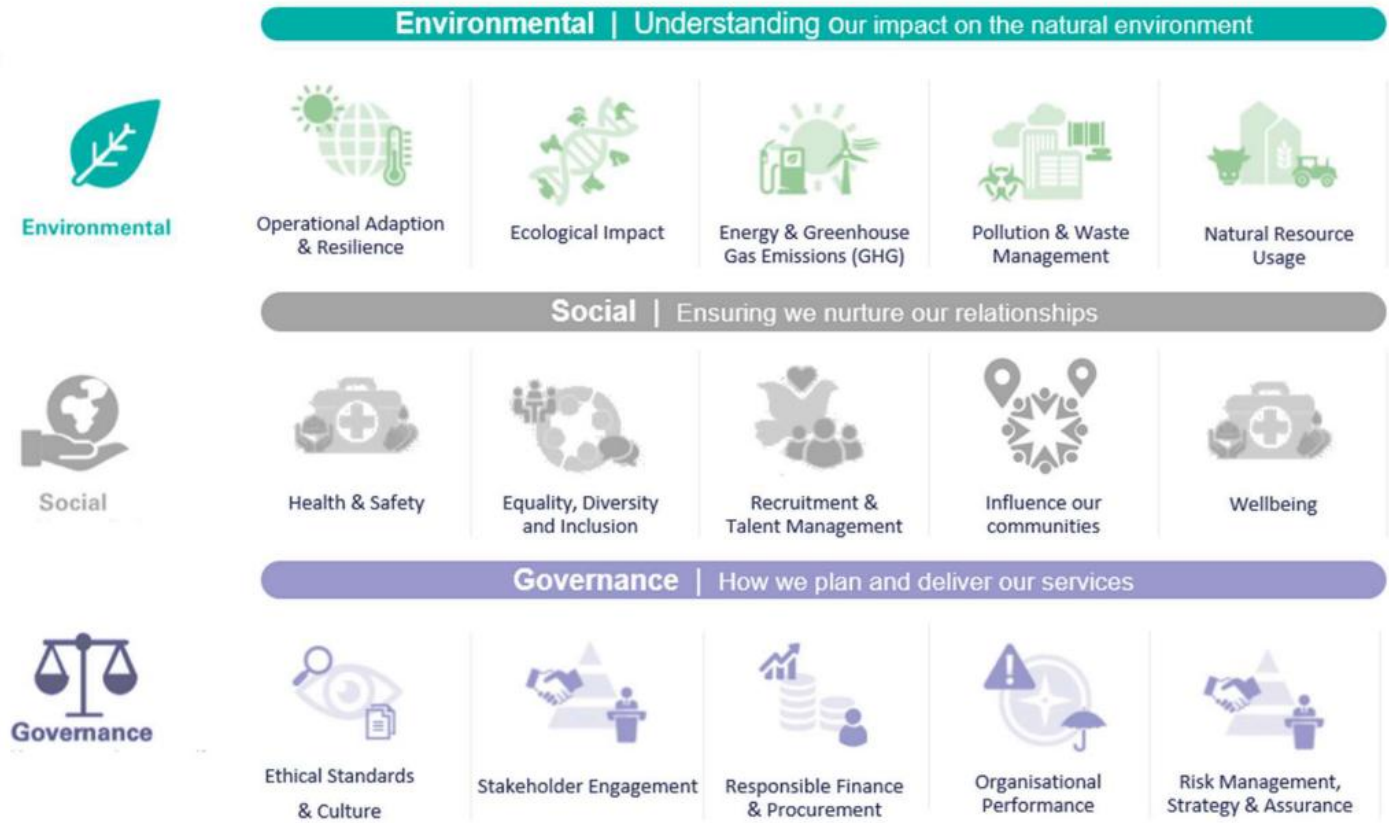


Reduces our impact on the environment



Increases our capacity to support the most vulnerable people in our community

SUSTAINABILITY



SUSTAINABILITY

Focusing on the future of our communities, our staff, our service and our environment.



Net zero strategy 2040 aligned to WMCA.



Sustainable people through Health and Wellness.



Sustainable communities through CRMP.



Equality, Diversity and Inclusion.



Strong links between sustainability, culture and reform.



Local accountability and leadership.



Key metrics against themes to define service progress and sustainability score.



Ethical supply chain.

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

Collaboration and Transformation Committee

WORK PROGRAMME 2021/22

Date of Meeting	Item	Responsible Officer	Completed
2021			
06 Dec 2021	Digital Transformation Update	Strategic Enabler of ICT Digital and Data	6 December 2021
	Outcome of the PCC Review – Phase 2	Clerk to the Authority	6 December 2021
	Collaboration and Transformation Committee Work Plan 2021/22	Democratic Services Officer	6 December 2021
	Minutes of the Collaboration and Transformation Committee held on 06 September 2021	Democratic Services Officer	
2022			
25 April 2022	Digital Transformation Update	Strategic Enabler of ICT Digital and Data	Deferred to future meeting
	White Paper (TBC)*		

	CRMP – Health Inequalities Update (TBC) Public Sector Reform – Strategic Approach (TBC) Outcome of the PCC Review – Phase 2 Minutes of the Collaboration and Transformation Committee held on 06 December 2021 Collaboration and Transformation Committee Work Plan 2021/22	Clerk to the Authority Clerk to the Authority ACFO Strategic Enabler (Enabling Services) Clerk to the Authority Democratic Services Officer Democratic Services Officer	Deferred until publication of White Paper Deferred to future meeting Deferred to future meeting Deferred to future meeting 25 April 2022 25 April 2022
TBC - Sept 2022	White Paper (TBC)* Minutes of the Collaboration and Transformation Committee held on 25 April 2022 Collaboration and Transformation Committee Work Plan 2022/23	Clerk to the Authority Democratic Services Officer Democratic Services Officer	

*Please note: Dependent upon publication from the Home Office to match proposed timeframe.