West Midlands Fire and Rescue Authority

Scrutiny Committee

You are summoned to attend the meeting of Scrutiny Committee to be held on
Monday, 09 October 2017 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

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

Clerk Name: Karen Gowreesunker

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Minutes of the Scrutiny Committee

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04 September 2017 at 12:30 p.m.
at Fire Service Headquarters, Vauxhall Road, Birmingham

Present: Councillor Tranter (Chair),
Councillors Barrie, Brackenridge, Hogarth, Male, Miks, Spence
(Vice-Chair), Young

Apologies:

Nil

Observer:

Nil

20/17 **Declarations of Interests**

There were no declarations of interest.

21/17 **Minutes of the Scrutiny Committee held on 12 June 2017**

Resolved that the minutes of the meeting held on 12 June 2017, be approved as a correct record.

22/17 **Scrutiny of Positive Action and Firefighter Recruitment**

Sarah Warnes, Strategic Enabler People Support Services, provided an overview of the report:

The Committee had agreed to scrutinise positive action and firefighter recruitment and that a working group comprising Members would be set up.

It was noted that Joanne Simmonds, People Support Manager, was leading this work from a Service point of view and an update on progress would be provided at the November 2017 meeting of the Committee.

Resolved that the Scrutiny Committee agreed the working group comprising Councillors, Hogarth, Spence and Tranter.

It was noted that Joanne Simmonds would meet with Members during October.

23/17 **Dispute Resolution Report**

Helen Sherlock, Senior Business Partner, People Support Services, provided an overview of the report:

The purpose of the report was to inform Members of the number, type and outcomes of discipline and grievance hearings and other dispute resolution including employment tribunal activity that had occurred during the period 01 January 2017 to 30 June 2017.

Two grievances had been received. The first grievance was resolved and no appeal was lodged. The second grievance was a collective grievance which was heard by an independent manager and not upheld.

No employment tribunal claims had been submitted.

There had been 13 disciplinary cases:

- A single incident from 1 station which resulted in 10 disciplinary investigations; these were fully investigated and resulted in no formal action.

- Two hearings resulted in a 6-month written warning and did not go to an appeal.

- The third resulted in no formal action.

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

- The information contained within Appendix 1 had been presented in a new format to simplify the figures (as had been requested by members of the Joint Consultative Panel). It was agreed by the Committee for the figures to be presented in the new format going forward.

- A briefing on the Service's dispute resolutions process would be provided to Members at a future meeting of the Committee.

Resolved that the Dispute Resolution Report be submitted to the Joint Consultative Panel.

24/17 <u>Update on Progress of Outcomes from the Data Sharing Review</u>

Martina Doolan, Data Manager, Data Management Team, provided an overview of the report:

The main actions to date were as follows:

- The establishment of an implementation team

- An audit to be carried out to determine the data being shared

- The launch of the Management of Information Standing Order (go live as of June 2017 and a review process had been put into place)

- Training videos produced and released to upskill employees on the Management of Information

- An agreement made on where the responsibility for the governance of data sharing rested within the organisation (the responsibility rested with the Data Management Team and a data sharing register had been established)

- Updated template for data sharing agreements had been disseminated across the Service for use by stations and departments

Stations shared personal data in relation to the following areas:

- Safe and Well referrals
- Junior Fire Setter information
- Vulnerable Person details
- Incident data
- Safeguarding

These were all purposes that were defined in some of the existing data sharing agreements. Specialist teams within WMFS were recipients of some of this data, who then shared further with partner organisations as appropriate.

With regard to governance, data sharing agreements were in operation in some areas and working well but agreements were not current in some areas. It had also been noted that some agreements remained in draft format and it was unclear whether they had been signed off in some areas.

Work in progress included:

- Population of the Data Sharing Register
- Locating current agreements
- Ensuring agreements are signed

3   OFFICIAL – WMFS PUBLIC

- Identifying areas where no agreement exists
- Ensuring where possible that agreements support the work of WMFS
- Data exchange mechanisms

Additionally, further work would include consideration of the implications of the EU General Data Protection Regulation (GDPR) and review processes in preparation for the introduction of the regulations in May 2018. Additional work would also be carried out regarding secure emails and the processes to facilitate easier exchange.

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

- It was necessary that the Service complied with the Statutory Code of Practice from the Information Commissioner's Office. The aspiration would be to improve upon the requirements of the code but the first step was to ensure that the Service had the right processes in place before progressing further.

- The proposed data audit was important to capture data flows, for example stations regularly sharing data with partner organisations and other departments. The purpose should be covered within the relevant data sharing agreements.

- The GDPR was a new legal framework within the EU. It would be implemented in the UK and remain applicable following the UK's exit from the EU.

- A lot of the data collected by the Service was done so at Safe and Well visits. Members of staff conducting a Safe and Well visit would always ask the recipient if the information could be collected and shared. When an individual consented to the collection / sharing of personal information, their signature would be obtained. It was noted that this was an area that needed to be looked at closer as a result of new regulations being stricter regarding implied consent.

- There was a need for the Service to look at social media engagement and in particular to ensure that when individuals requested to be removed from a mailing list, that there details were removed in a timely manner.

25/17 **Analysis of Progress of Quarterly Performance Against 'The Plan' - Quarter One 2017-18**

Sarah Warnes, Strategic Enabler People Support Services, provided an overview of the report:

Performance Indicator (PI) 1 – The Risk Based Attendance Standard: continued good direction of travel and demonstrated the ability of the Service to respond quickly to incidents. It was the best attendance standard in the country, however the Service was continually looking at ways to reduce response times even further, for example the introduction of a pre-alert system.

PI 5 The percentage of Safe and Well visits referred by our partners, and PI 6 The number of Safe and Well points achieved by the Brigade – both PIs were below target and demonstrated under performance. This was being examined by the Strategic Enabler for Prevention, working closely with Ops Commanders and watches to identify causes and how to ensure improvement.

Performance of the arson suite of PIs (PI 8, 9, 10, 11 and 12) had all improved with the exception of PI 11 The number of arson rubbish fires, which had worsened. This was due to the very dry weather which had been experienced during the reporting period.

Overall, performance within the Service Delivery PIs reflected a positive direction of travel.

PI 15 The percentage of employees that have disclosed their disability status – steady progress had been made and the percentage of staff that had declared their status was 93%. Other areas of declaration such as ethnicity and sexual orientation also had high levels of disclosure which allowed a greater understanding of the organisation.

PI 16 The number of female uniformed staff – one female had left the Service resulting in a figure of 74. 30 new entrant firefighters were due to commence employment in July and August of which three (10%) were women.

PI 17 The percentage of all staff from Black Minority Ethnic (BME) communities – was recorded as on target at 10%. As a result of feedback from the Committee, a new PI had been introduced this year; PI 17a The percentage of uniformed staff from BME communities. 17% of non-uniformed staff, 8.2% of uniformed staff, and 2% of Fire Control staff described themselves as being from a BME background.

A focus on progression continued with 25% of females and 29% of staff from BME backgrounds within management roles.

Of the 30 new entrants due to commence employment in July and August, eight (27%) were from BME backgrounds.

PI 18 The average number of working days / shifts lost due to sickness – all staff: performance was within the tolerance levels, and represented a 13% decrease compared to the same period in 2016.

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

It was noted that the approach to attendance management involved a balance between managing the needs of individuals and the needs of the Service.

The attendance management policy had been reviewed and had included a revision of the trigger points which had been lowered from eight to six days / shifts.

PI 20 The average number of working days / shifts lost due to sickness – non-uniformed staff: performance was within the tolerance levels and attendance had increased over recent years. Performance represented a 16.3% decrease compared to the same quarter in 2016.

PI 21 The total number of injuries – there had been 33 injuries during quarter one. The continued good performance represented the positive health and safety culture within the organisation. It was noted that seven injuries had been reported following tactical ventilation training. The number of injuries reported was low compared to the number of staff undertaking the training (equating to 1.5%). However, a review would be carried out to examine any common factors and to identify learning points.

PI 22 The total number of RIDDOR injuries – there were two RIDDOR reports during quarter one which was low and below the lower tolerance level.

PI 24 To reduce gas use of Fire Authority premises, and PI 25 To reduce electricity use of Fire Authority premises – performance for both PIs was below the lower tolerance level.

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

- The Service continued to work closely with West Midlands Police in tackling arson rubbish fires. There had been no direct correlation identified between the number of arson rubbish fires and the bin strike within Birmingham. The approach taken to tackling fly tipping was important and the Service continued to engage with partners regarding this.

- It was noted that it was important for schools to visit the Safeside facility.

- The reasons behind the performance of individual command areas with regard to the number of Safe and Well points achieved would be examined by the prevention team.

- The response time to category three incidents was quicker than the response time to category two incidents and this was largely due to vehicle location. The Brigade Response Vehicles attended a lot of the category three incidents.

- The position vacated by the one female member of uniformed staff would be backfilled by one of the new entrants, of which 10% were women. The Service was aiming to recruit 70 people this year, with the aim that 20% would be female. However, it was acknowledged that remained a low percentage and that the Service was aiming for 50% female, hence the use of positive action with regard to recruitment.

- Historically, circa 80% of applications were from white males. 15% of applications could be from females, a number which could reduce as female applicants discontinued their applications. Additionally, the number would generally decrease further as a result of the practical application process. As a result, the Service would always struggle to be representative of the population using traditional recruitment campaigns. Therefore, more controlled processes would be used.

- The Service held a pre-recruitment course for women during quarter one to help them develop a better idea of expectations. A further pre-recruitment course would be run later in the year. A number of taster days had also been held across the Service. The current pool of applicants featured 361 women and just over 400 people from a BME background.

- The continuing issues surrounding the recording of sickness absence was being addressed by management. There was evidence that absences were not being recorded effectively and business partners within People Support Services were working closely with managers to ensure recording is done correctly. Some of the instances were potentially due to a recording issue within the system and not due to return to work interviews not happening.

- Mental health was the top cause of sickness absence for uniformed staff. Mental health support had never been cut by WMFS. Support was provided through Mind's Blue Light Programme. The Service was exploring the ability to provide mental health first aiders who could provide peer support. The Service have 12 individuals who are carrying out this role and will be utilised on a trial basis. Critical incident debriefs would continue to be held to support individuals and teams. It was

noted that the falls response service could trigger different counselling requirements/

- Concern was raised about firefighters suffering injuries whilst training. It was appreciated that firefighting involved a degree of risk and the number of individuals injured was low but it was still too many. It was agreed that further information on this subject area would be reported back to the Committee at the next meeting.

26/17 **Scrutiny Committee Work Programme 2017-18**

The committed noted the work programme for 2017/18.

It was noted that the item, Operational Assessment Improvement Register, would be submitted to the Committee at the October 2017 meeting.

Meeting ended at 14.20 p.m.

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WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

9 OCTOBER 2017

1. **OPERATIONAL ASSESSMENT IMPROVEMENT REGISTER**

   Report of the Chief Fire Officer.

   RECOMMENDED

1.1   THAT the Committee note and comment on the contents of the Operational Assessment (OpA) Improvement Register which is attached as Appendix 1. The Improvement Register details the Service's response to addressing the 'areas for consideration' identified by the Fire Peer Challenge Team as part of the Service's OpA.

1.2   THAT the Committee note that the Service will utilise its existing planning and performance frameworks to implement and monitor performance in addressing the 'areas for consideration' arising from OpA.

2. **PURPOSE OF REPORT**

2.1   This report is submitted to inform the Committee of the content of the OpA Improvement Register and the approach to be taken in addressing the 'areas for consideration' identified by the Fire Peer Challenge Team and detailed within the West Midlands Fire Service (WMFS) Operational Assessment and Peer Challenge Report which was published in June 2017. The content of the WMFS OpA and Peer Challenge Report was noted by Members at the meeting of the Fire Authority on 26 June 2017 (agenda item 16).

2.2   It was confirmed at the meeting of the Fire Authority that an OpA Improvement Register would be produced and used as a means of capturing and monitoring performance in addressing the 'areas for consideration' detailed within the WMFS OpA and Peer Challenge Report.

3. **BACKGROUND**

3.1 The Service conducted the fire sector specific OpA during the summer of 2016, which comprised a self-assessment against the seven key assessment areas detailed within the OpA toolkit. The self-assessment was submitted to the Fire Peer Challenge Team at the start of September 2016.

3.2 The Service undertook a Fire Peer Challenge, welcoming a team of peers from across the fire sector and wider public sector in October 2016, who conducted a four day fieldwork visit. 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 consider a number of key themes that the Service had requested the Peer Team consider in more detail.

3.3 During the course of the Fire Peer Challenge, the Peer Team interviewed a wide range of employees, stakeholders and partners including the Strategic Enabling Team (SET), the Chair and a cross party section of Members. At the conclusion of the Peer Challenge, the Chair and SET received initial feedback on the Service's performance pending the production of a formal report by the Peer Team.

3.4 The final Peer Challenge Report was submitted to the Fire Authority on 26 June 2017 and was published subsequently.

3.5 The Peer Challenge Report highlighted a number of areas for consideration based on the findings from the OpA self-assessment and the fire peer challenge visit.

3.6 As stated within the OpA toolkit, the OpA and Fire Peer Challenge process is designed to:

- form a structured and consistent basis to drive continuous improvement within the Fire and Rescue Service, and

- provide elected Members of Fire Authorities, and Chief Officers, with information that allows them to challenge their operational service delivery, and their organisational effectiveness, to ensure they are efficient, effective and robust.

Ref. AU/SC/OCT/11608171   (OFFICIAL – WMFS PUBLIC)

3.7 To this end, as noted within the report submitted to the Fire Authority on 26 June 2017, the Service has developed an Improvement Register which is designed to inform Members of the Service's progress in addressing all the agreed areas for consideration outlined in the Peer Challenge Report. It was also noted that the Improvement Register would be submitted to the Scrutiny Committee who will monitor progress against the areas for consideration.

3.8 The Improvement Register consists of the areas for consideration highlighted within the Peer Challenge Report. Each area for consideration has been lifted directly from the Peer Challenge Report and grouped under the relevant core question and / or key theme that were considered as part of the Peer Challenge.

3.9 In developing the Improvement Register, key stakeholders including all relevant members of SET have been involved and confirmed progress made / work identified to be carried out, and where appropriate, the target date for implementation of the action identified to address the areas for consideration. A number of the areas for consideration were very wide in scope and whilst further clarification was sought from the Peer Challenge team, it has not been possible in some cases to refine the area for consideration to a specific area or function. Some areas for consideration relate to work which constitutes continuous areas for development for the Service (in part due to the wide scope and sometimes high level nature of some of the areas highlighted, and the Service's continued commitment to excellence) and as such have been recorded as complete for the purposes of this exercise (the Improvement Register) and will not be included within future updates provided to the Committee.

3.10 It is intended that the work as a result of the Improvement Register will be treated as normal business and as such, it will be integrated into the Service's existing planning and performance management frameworks. Progress updates will be provided to Members via updates every six months at the Scrutiny Committee and members of SET, via the regular SET meeting schedule.

3.11 The actions resulting from the Improvement Register will be implemented and managed via the 3PT (portfolio, programme,

project, task) environment. As part of the 3PT process, 'value statements' will be aligned to projects (organisational value statements) and individuals (personal value commitments). 3PT is currently being developed.

3.12 Following the establishment of a new inspectorate for fire it is anticipated inspection of the service by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) will start in 2018. It is expected that the new inspectorate will review existing improvement plans as part of the new process. The Local Government Association are currently reviewing the existing Peer Challenge and OpA process to ensure it will be complimentary to the new inspection regime.

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, 05 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)

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

Appendix 1: Operational Assessment 2016 Improvement Register – update October 2017

	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 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	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.**

		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 Generally all Members are appraised of progress against strategy and particularly Section 41 Members, to support leadership across the 7 constituent Local Authority areas. As governance for WMFS progresses, the future Reformed Fire Authority (RFA) and the ultimate	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.**

Ref. AU/SC/OCT/11608171   (OFFICIAL – WMFS PUBLIC)

		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.			
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.	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. Development needs of Members need to be considered (in light of Home Office Fire Reform programme).	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.	SE Strategic Hub	Continuing.	This action has been absorbed into wider Member development and will continue to be progressed. **Complete.**
6.	Some time spent on inward reflection by Strategic Enabling Team (SET) about its role and	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	SE People	Ongoing	**Ongoing**

	how this could be developed would be beneficial. Some SET members and other staff stated that there was a lack of clarity about SET's role.	adoption of the approach to project management through 3PT.			
7.	The Service should review how change is being implemented and how it can engage more fully with staff. 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. There may be more opportunities to share learning and experience better, and spread good practices more widely across stations and teams.	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. Communication of change and the vision, both internally and externally is work that is ongoing and being implemented through: • 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 This work will also be embedded within the rolling Communications Strategy and the 3PT environment through projects – for example the Digital Strategy	SE Corporate Communications SE People SE Strategic Hub	Within our 3 year rolling strategy and a VUCA environment this is being absorbed into everyday activities and 3PT	**Ongoing**

	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.				

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.	This piece of work has started and is ongoing. Our digital strategy should 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	SE Corporate Communications	Reviewed through consultation and engagement on an annual basis through partners, businesses and communities.	**Ongoing**
9.	WMFS now needs a major programme of engagement with wider partners to ensure	Stakeholder analysis is being developed and implemented through the wider communications strategy to	SE Prevention	Continuous, via day to day partnerships	**Complete**

	they have the same understanding of issues before detailed options are worked up and decisions taken.

It is important for WMFS to understand the priorities of its potential local and regional partners and to consider the language that 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. | determine which partners have shared priorities in order to develop combined outcomes. | SE Corporate Communications | | |
| 10. | Consider revisiting regional collaboration as a partnership led from the community perspective.

Considering the Thomas Review, there is an opportunity to revisit this as a partnership led from the community perspective. | 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 | Will not be progressed further at this time.

Complete |

11.	Ensure the value of the response standards is quantified and that it is well understood by the community and wider fire sector. WMFS needs to do more work on ensuring its value is quantified and well understood by the community and the wider fire service sector. 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. 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.	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 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. Our current IRMP clearly identifies response times in different areas and links to survivability. This is a publicly available interactive digital tool.	SE Portfolio SE Response	N/A	This is an on-going area of work linked to our IRMP and communication through all SET members **Complete**
12.	Retention of organisational memory:	This is being addressed through delivering change and projects through the 3PT environment. This	SE People	Within our 3 year rolling strategy and a VUCA	**Ongoing**

| | 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. | will enable the organisation to have an audit trail (corporate memory) to the changes that have been made.

In addition this is being supported through communication strategy and the ability to communicate change and the vision, both internally and externally. | | environment this is 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.	The Service should develop more robust financial delivery plans within its overall financial strategy. 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. The organisation also needs to be clear on the 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	Financial strategy links to the business strategy (3 year cycle). Level of financial certainty linked to the current Comprehensive Spending Review (CSR), up to 2019/20. 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.	SE Finance and Resources	Mar 2018	**Ongoing**

	scenarios and see how they evolve.				
14 a	The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen: 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 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.	The Service's Efficiency Plan was submitted to the Home Office in October 2016. The financial settlement for 2017/18 to 2019/20 reflects the acceptance of that efficiency plan. The efficiency plan will be monitored and / if where appropriate, adjusted to achieving the overall savings of circa £10m. The actual achievement of the efficiency plan against projections will 'formally' be monitored and provided as part of the Fire Authority's assurance statement. 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	SE Finance and Resources SE Business Development	Reviewed as part of annual budget process. Reported annually through assurance report.	**Complete**

		section of 3PT and also through project initiation documents to SET.			
14 b	The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen: 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.	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 '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.	SE Business Development	N/A	Monitored and reviewed on a continual basis as part of routine Business Development processes. **Complete**
14 c	The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen: Currently the organisation appears to be weak concerning intrinsic business acumen. This	The Business Development team have developed a Business Development strategy; is developing a number of business processes and frameworks to support the wider organisations understanding of Business Development and increase business acumen.	SE Business Development	Within our 3 year rolling strategy with a project approach and milestones.	**Ongoing**

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| | could be bought in to help deliver the income generation target. | 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. | | | |

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.	This area will form part of the ongoing work regarding the Integrated Risk Management Plan Toolkit. 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	SE Portfolio	3 year programme	Area will be progressed but forms part of larger national programme. **Complete**

		stakeholder. Timescales for the programme are three years.			
16.	Transformational change: 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 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.	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. This area will be actioned through the 3PT environment which will enable grater programme management.	SE Portfolio	Within 6 months the 3PT approach will be embedded	**Ongoing**
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.	The 3PT environment which is being implemented will help us to understand resource requirements	SE Portfolio	Embedded within 6 months	**Ongoing**

Empowerment down from the CFO is welcomed but the organisation might now require more resources in support areas to deliver the benefits intended.	against value. This will include financial metrics.			
Prevention and the Health Agenda				

Number	**Areas for Consideration**	**Progress in Addressing Areas for Consideration**	**Lead**	**When**	**Status**
19.	Prevention and the health agenda: Is the organisation sufficiently well equipped to carry out falls response and other wellbeing activities? 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. 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	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.	SE Prevention SE People SE Business Development	Mar 2018 This work will form part of the 3PT planning environment.	**Ongoing**

	dealing with issues such as end of life care.				
20.	The Service to consider the implementation of a wider prevention strategy, broadening its focus. 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.	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.	SE Prevention	Nov 2017	**Ongoing**
21.	Through the Combined Authority there is an opportunity to lead the use of data to drive performance.	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. The strategy will support the WMCA economic and community outcomes and subsequent benefits are set out in the public service reform digital strategy paper. Once the Digital Strategy is agreed it will be delivered through the Service's 3PT approach. This project will be on-	SE Strategic Hub SE Organisational Assurance	Ongoing	**Complete**

		going whilst WMFS transfers into the WMCA and beyond.			

Fire Control					
Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
22.	Consider lessons learnt from the change programme:

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. | Lessons have been learnt and considered as part of evaluation of change programme, and will be implemented when and where applicable / required.

The cultural framework developed for Fire Control does align with the desired cultural norms in WMFS and Staffordshire FRS. | SE Response | Continuous | Lessons learnt and issues raised will be considered in future change management processes.

Complete |
| 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. | Mobilisation protocols and operating procedures continue to be aligned across WMFS and Staffordshire FRS wherever applicable and practicable. | SE Response | Continuous. | Work stream is an ongoing process.

Ongoing. |
| 24. | The Service should consider whether its fall back systems would be sufficiently resilient in | There is an ongoing review of the Business Continuity Arrangements within Fire Control to understand where enhanced arrangements may | SE Response | Dec 2017 | **Ongoing.** |

| | the event of catastrophic failure. | 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. | | | |

| **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.	SE People	DTM review will be completed 1 September 2017.	Under review **Ongoing**
26.	The Service should consider it's training resources: 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.	We have reviewed and improved the way in which Station Based Training (SBT) is being delivered. This will also be part of the DTM review. 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	SE People	DTM review will be completed 1 September 2017. Implementation of the framework to be completed – proposed date 1 April 2018.	**Ongoing**

		reviewed as part of the organisational assurance review. Further work is being carried out regarding the qualification and QA framework.			
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.	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. 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. 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	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. The standard and delivery of exercises through operational excellence is led through SE Response and Service Delivery.	SE People SE Response	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.	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. 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.	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.	Will be progressed as part of review of DTM. **Complete**
**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: 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.	Our approach is being developed. We are working with the Fire Service College with 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.	SE People	Started 1/4/17 Is reviewed quarterly as part of the Quarterly Performance Review process.	**Ongoing**

	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.	Positive action is an agreed area of assessment at our scrutiny meetings with the next update being provided in November 2017.

Targets are set across the next 4 years to match our ambition against time frames and achievability.

The success of positive action will be assessed through the ongoing attraction and recruitment process. | | | |
| 32. | Apprentice scheme - the Service should consider lessons learned from the cadet scheme.

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. | The development to apprenticeships is being developed. Recruitment pathways to include community members, volunteers and cadets are being considered through the apprenticeships policy.

The introduction of the recognised apprenticeship framework for firefighters is still be developed nationally. We are still awaiting the recognised framework. | SE People | Potential for the introduction of Apprenticeships will be Jan 2018. | **Ongoing** |
| 33. | Equality Forums:

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 | 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 | SE People | Trial concludes Feb 2018 | **Ongoing** |

	broaden their DICE activities and other positive action initiatives in support of organisational strategies.	through stations which will be assessed. This is being trialled at 10 stations over the next 6 months. This will also support the forum leads and provide improved resources.			
34.	The organisation needs to ensure that Individual Personal Development Records are consistently applied across the organisation.	No specific work has been carried out in this area. The application of IPDRs continues to be applied through managers.	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 whether they have influenced when mothers return to work and how many fathers are taking paternity or joint leave.	This evaluation will be carried out in the third quarter of 2017/18.	SE People	Dec 2017	**Ongoing**
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 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	Analysis of Progress of Corporate Performance against The Plan for Quarter 2	Director of Service Delivery	

	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	

October 2017

		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.