

# West Midlands Fire and Rescue Authority

## Scrutiny Committee

**You are summoned to attend the meeting of Scrutiny Committee to be held on  
Monday, 11 November 2019 at 12:00**

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

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

## Agenda – Public Session

- |   |  |                |
|---|--|----------------|
| 1 | To receive apologies for absence (if any)                                    |                |
| 2 | Declarations of interests  |                |
| 3 | Minutes of the Scrutiny Committee held on 07.10.19                           | <b>3 - 6</b>   |
| 4 | Fire Control Performance Update Q1 & 2 2019-20                               | <b>7 - 18</b>  |
| 5 | Diversity Inclusion Cohesion Equality Update                                 | <b>19 - 30</b> |
| 6 | Analysis of Progress of Quarterly Performance Against The Plan Qtr 2 2019-20 | <b>31 - 48</b> |
| 7 | Scrutiny Committee Work Programme 2019-20                                    | <b>49 - 52</b> |

### **Distribution:**

Nicolas Barlow - Member, David Barrie - Member, Jasbinder Dehar - Member, Manjit Gill - Member, Kerry Jenkins - Vice Chair of the Scrutiny Committee, Sybil Spence - Chair of The Scrutiny Committee, Patricia Young - Member

Clerk Name: Karen Gowreesunker

Clerk Telephone: 0121 380 6678

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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](http://www.wmfs.net)**

Minutes of the Scrutiny Committee

**7 October 2019 at 13:30 p.m.**  
**at Fire Service Headquarters, Vauxhall Road, Birmingham**  
**B7 4HW**

**Present:** Councillor Spence (Chair)  
Councillors Barlow, Barrie, Dehar, Gill, and Young  
S Middleton

**Apologies:** Councillor Jenkins

**Observer:** Nil

**35/19 Declarations of Interest in contracts or other matters**

There were no declarations of interest.

**36/19 Minutes of the Scrutiny Committee held on 3 September 2019**

**Resolved** that the minutes of the meeting held on 3 September 2019 be approved as a correct record.

**37/19 Scrutiny Reviews**

Sarah Warnes, Assistant Chief Fire Officer, provided an overview of the report.

The report outlined the four themes that had been put forward by Members for the Committee to review, as a result of a scrutiny workshop held at the Policy Planning Forum on 17 September 2019.

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Members were asked to consider the themes for review by the Committee, and to include any agreed review into the Committee's work programme. The themes were:

- Business Continuity Arrangements
  - To review the recommendations made by the Chief Fire Officer to meet the Fire Authority's responsibility for sufficient business continuity and resilience arrangements for the delivery of response services.
  - The Committee had already agreed to the review of this item and the review was being progressed.
- Prevention – Safe and Well:
  - To review the performance management of prevention activities, in particular the delivery of Safe and Well visits including a focus on the quantity versus quality of Safe and Well visits undertaken.
- Operational training and effectiveness
  - To review the approach to operational training and effectiveness within the Service.
- Discipline policy:
  - To review the reasons for the level of discipline cases undertaken within the Service and to consider the route and rationale for gross misconduct versus misconduct.

Members were asked to consider if the themes, in particular operational training and effectiveness, and discipline policy, were to constitute a review or to form the basis of a Member awareness session.

**Resolved** that the Committee approved the reviews of:

- Business Continuity Arrangements
- Prevention – Safe and Well

**Resolved** that the Committee agreed that the themes of operational training and effectiveness, and discipline policy, would be the subject of a Members awareness session.

**Resolved** that the Committee approved the addition of the reviews and member awareness session to the Committee's work programme.

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It was agreed that the Members awareness session would be scheduled during early 2020 and that the review of Safe and Well would be scheduled following the completion of the review of Business Continuity Arrangements.

### 38/19 **Update on the Review of Safeguarding**

Sarah Warnes, Assistant Chief Fire Officer, provided an update on the review of safeguarding:

The Safeguarding Policy had been updated as per the following:

- The removal of the requirement for Fire Control to ring the local authority to let them know that a referral is on its way.
- Streamlining of the internal notification of the safeguarding concern process and the use of Office 365 functionality to do this.
- Update to the cross-reference section for WMFS policy and relevant legislation and statutory guidance.
- Requirements about making safeguarding personal and voice of the child in the process/referral.
- Improved guidance for information sharing.
- New guidance on the Care Act 2014 requirements for safeguarding adults.
- Addition of 'Radicalisation' as a category of abuse.
- Update to the list of types and indicators for each category and references to where this information was obtained from.

In terms of timescales, external consultation with local Safeguarding Adults and Children's Boards commenced 7 October with internal consultation to follow. The policy would be submitted to the Joint Consultative Panel in November.

A key point of the review had been where safeguarding sat within the Service. It had been agreed that safeguarding would be aligned under the people programme (previously prevention) to ensure the right elements of the action plan were in place.

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

- Informing staff of the change in approach would be worked through the action plan. Ecademy packages were being reviewed to ensure that staff knew how to issue referrals. Further updates on this would be provided in due course.

The meeting finished at 13:47pm.

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

**SCRUTINY COMMITTEE**

**11 NOVEMBER 2019**

**1. FIRE CONTROL PERFORMANCE REPORT – QUARTER ONE AND TWO 2019/20**

Report of the Chief Fire Officer.

**RECOMMENDED**

- 1.1 THAT the Committee note the Fire Control performance update for the first six months of 2019/20.

**2. PURPOSE OF REPORT**

This report is submitted to provide the Committee with an update of the year to date operational performance of Fire Control.

**3. BACKGROUND**

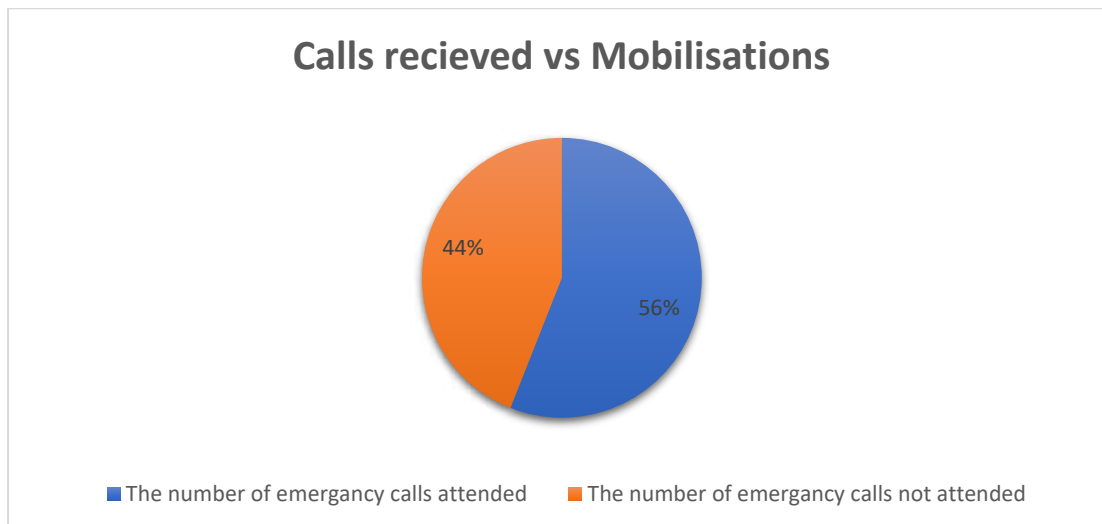
**3.1 Calls received & call handling**

Fire Control receives the emergency calls and manages the resources for both the WMFS and Staffordshire FRS. Staffordshire and West Midlands Fire Control received a total of 37,175 emergency calls between 1 April and 30 September 2019 across both brigade areas. This was split 26,496 calls for the West Midlands (71%) and 10,679 calls for Staffordshire (29%).

The table below details the calls received for the West Midlands Fire Service (WMFS) only and shows a 20% decrease in calls received from the same reporting period in 2018.

April – Sept 2019	2018	2019	Variance
Quarter 1 – April - June	14,207	13,150	-7.4%
Quarter 2 – July - Sept	18,832	13,346	-29%
<b>TOTAL</b>	<b>33,039</b>	<b>26,486</b>	<b>- 20%</b>

Of the 26,496 emergency calls received for the West Midlands, fire control mobilised to 14,757 (56%) incidents, this is a consistent percentage with the 12-month average. This mobilisation to calls received ratio is due to FC call challenging, this includes; Automated Fire Alarms (AFA's), Special Service Calls which were deemed non-emergency and repeat 999 calls.



### 3.2 Call Handling

A key performance measure for fire control is the length of time from answering a 999 call to dispatching resources to the incident for Category 1 (life and property) incidents. For these critical incident types, we strive to mobilise in under 80 seconds; this is from the time of call answered to the first appliance being mobilised. The data below shows the median average call handling times for life and property incident types:



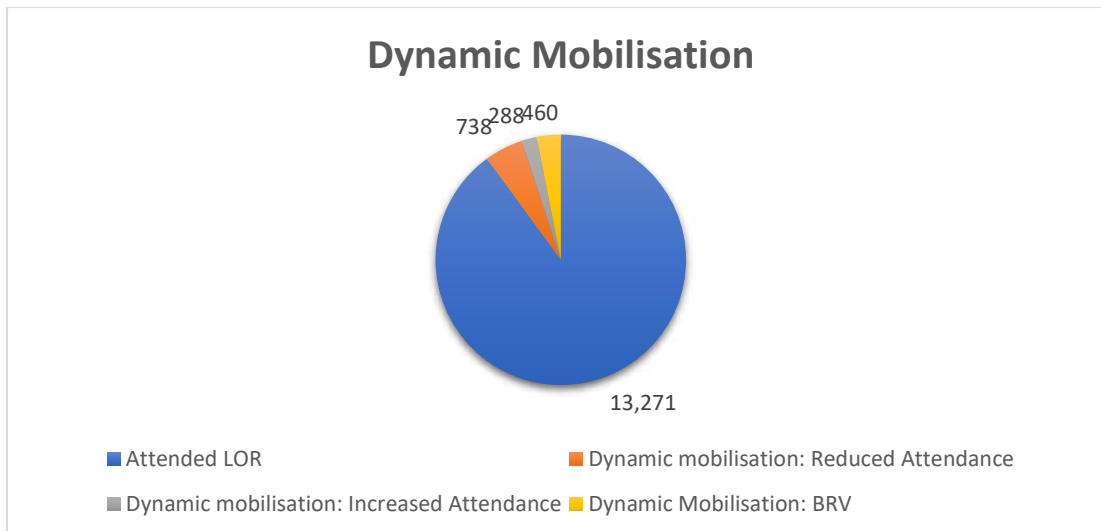
Incident Type	Call Handling Time	Count
Fire	77	925
Fire PR	79	63
House Fire	58	531
House Fire PR	58	82
RTC	82	1113
RTC PR	72	396

For this reporting period, Fire Control have successfully maintained an average mobilisation time to life and property incidents (category 1) of 78 seconds. It can be viewed in the table above that Fire Control mobilised to House Fires within an average of 58 seconds over the same period, we are able to respond this quickly due to it being easier to validate private dwelling addresses than other incident types.

This focus on the mobilising standard contributes to ensuring our communities receive support in the fastest time possible during the most severe types of incident.

### 3.3 **Dynamic Mobilisation**

The application of 'dynamic intelligence-led' decision-making when mobilising to incidents enables control staff to provide the most appropriate number and type of resources to match risk.



Fire Control dynamically amended the initial level of response on 1486 occasions during this period, either increasing or decreasing the number of appliances mobilised or amending the vehicle type from the regular ‘pre-determined’ levels of response. It should be noted that if a response is still maintained at the pre-determined level of response the call will still have been risk-assessed at the point of dispatch.

The occasions where the attendance was reduced represents a significant number of appliances remaining available for category 1 incidents and prevention activity within the community, and the occasions where the attendance has been increased has resulted in safer systems of work for the crews and/or quicker resolution of incidents limiting harm and damage to the community.

### 3.4 **999eye**

Using the principles of intelligence led mobilisation and resource management to send the right level of resource based on the risk directly contributes to the achievement of our risk-based attendance standards.

999Eye is enhancing the quality of intelligence and information that is received within the control room thereby enabling the control operators to make more informed dynamic mobilisations through the use of this technology; further supporting our key aim of sending the right level of resource to the right incident type. The ‘999 Eye’ software was used on almost 3000 occasions during this reporting period.

A really positive example of where the use of 999eye has had significant impact on the outcome of an incident:

In August of this year, Fire Control received a call to a fire in a garage in the Bordesley Green area of Birmingham. To gather more intelligence from the caller, the operator requested 999eye imagery and received the following:



Due to 999eye image received, and FC viewing the incident from the control room, an additional 2 pumping appliances and the Hydraulic Platform (HP) was mobilised (total 4 pumps and HP). This increase in the initial attendance ensured a safer system of work was set up at the earliest opportunity and reduced the spread of fire to neighbouring businesses.

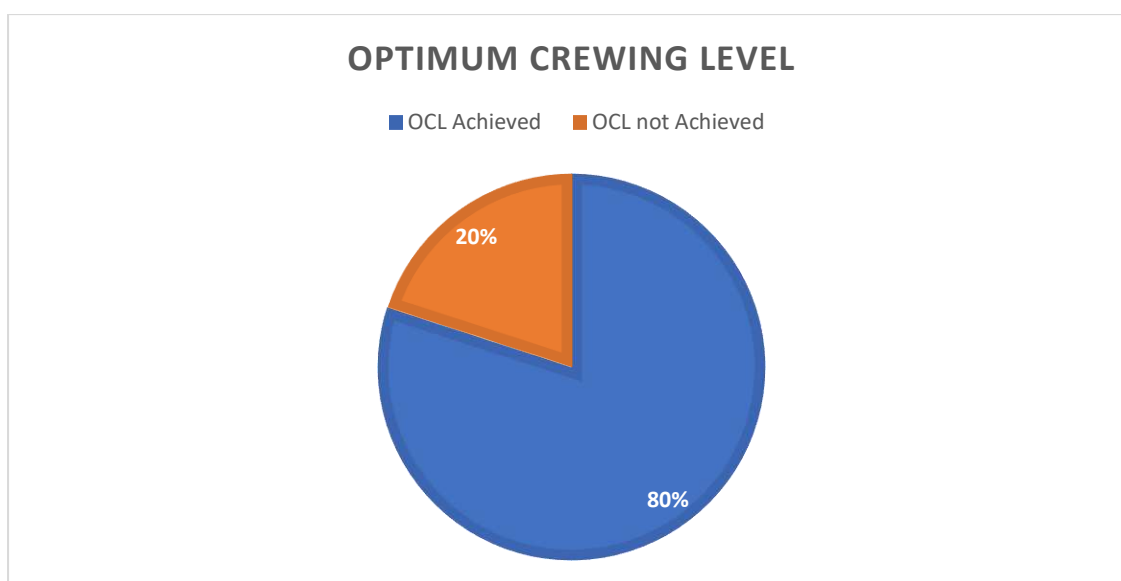
### 3.5 **Attendance management**

To realise the full effectiveness of the staffing model within Fire Control the staff number needs to be maintained 13 members of staff per watch, or 52 in total (this is excluding the Fire Control Support and Management teams). On occasion, due to events such as long-term sickness, leavers or those seeking development elsewhere within the organisation, the numbers of staff have dropped below this figure. Currently, there are 47.5 members of staff

available for full operational duties out of the 52 required which is impacting on our ability to resource the control room. We have subsequently recruited and selected new entrants who start their initial training on the 28<sup>th</sup> October 2019.

Out of a total of 366 shifts (day and night) for this reporting period, Fire Control have maintained Optimum Crewing Levels (OCL) 296 times, which equates to 80% overall. This takes into account the arrangements within the local collective agreement which enable the use of integrated staffing resilience (day support team) and an agreed tolerance of 1 below OCL in the event of first day sickness.

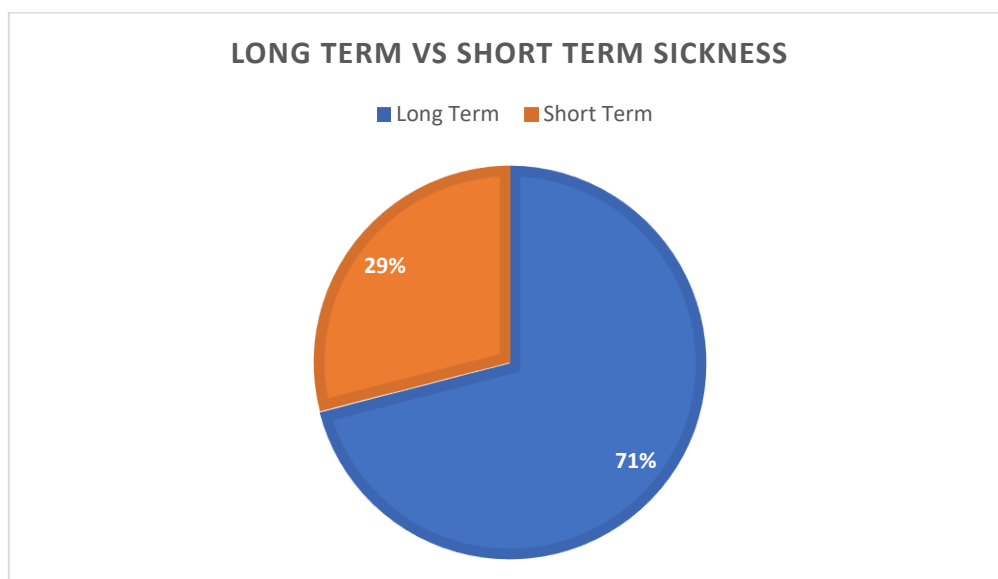
A combination of days lost due to sickness and the booking of leave, in relation to the number of staff at the beginning of 2019 (this has since reduced by 5 1/2 posts), has meant that FC have been under OCL on 20% of the shifts over this period.



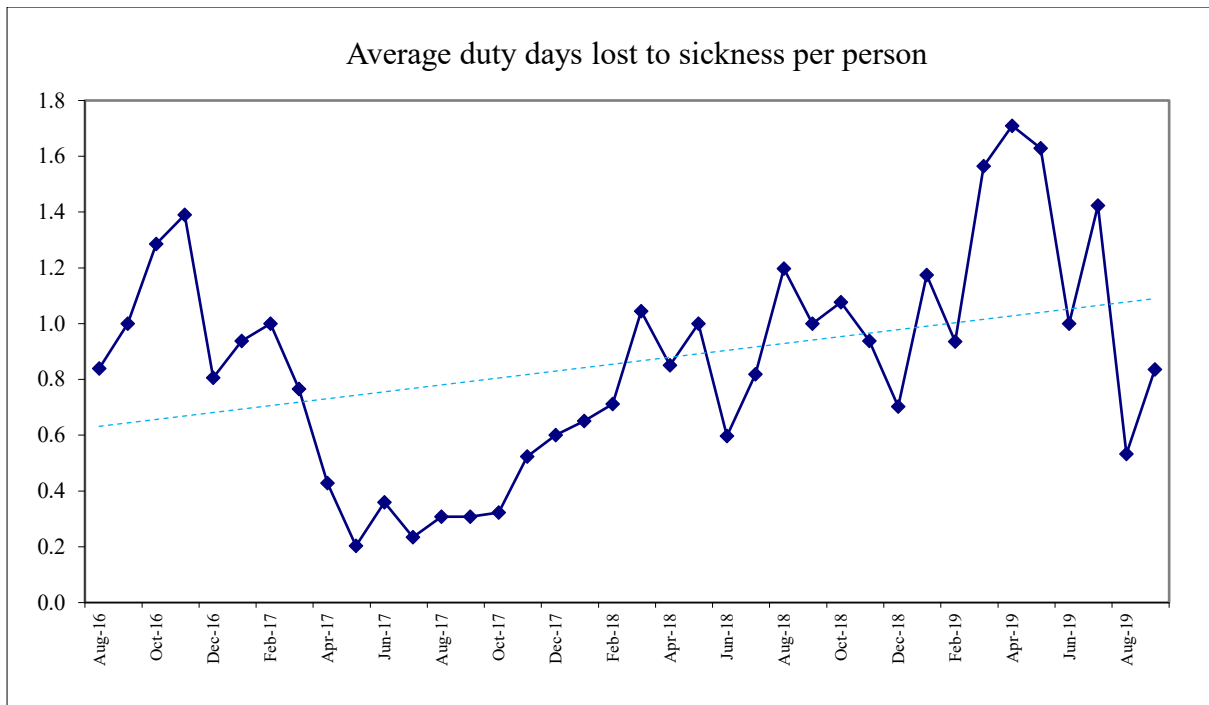
During this period Fire Control staff have 'worked' 85 flexi shifts and 'banked' 91, with 130 shifts undertaken utilising overtime (a further 28 OT shifts were used for Vision 4 training). Currently, there are a total of 38 flexi shifts owed by FC staff (under the collective staffing agreement FC staff have 12 months to repay these shifts), and there are 32 shifts 'owed' back to individuals. It must also be noted, that only members of staff who have a zero flexi shift balance are able to complete OT shifts; this is robustly managed.

### 3.6 **Sickness Absence**

There have been a total of 65 periods of absence over this period. 71% of the total absences were categorised as 'long term' (28 days or more) where 321 duty days were lost (attributed to 12 periods) and 128 duty days were lost to short term absences (53 periods). On average, each member of Fire Control has had 7.13 days of absence in this reporting period.



When comparing the attendance levels against the 3-year average, it is evident that FC is experiencing an increase in sickness, this trend is consistent with the wider organisation. The 3-year average duty days lost for sickness per person is 0.86 days per month, this year's (April - September) average is 1.19 per month per person, this is 38% increase per person. The key contributing factor for this increase is the significantly higher days lost to long term sickness (due to the low number of personnel in FC, even if 1 person is absent for a long period of time, this will significant impact on overall sickness figure)



As part of the ongoing commitment to employee Mental Health & Wellbeing, there is active promotion of Post Incident Diffusion & Trauma Risk Management which are both interventions following difficult incidents. This can help reduce the impact experienced when dealing with incidents with the potential to affect an individual's mental health.

The effective management of the staffing is a process of continual improvement, with any recommended changes being considered based on evidence.

### 3.7 **New Entrants: Recruitment & Selection**

Having recruited and selected Fire Control (FC) new entrants through a recruitment agency for a number of years, this approach was evaluated and reviewed. The outcome of this is that we have now taken back ownership of the recruitment, selection and employment of all FC new starters.

The benefits to this include increased assurance that the new entrants we recruit can demonstrate the requisite skills and attributes for the role of FC Operator and the right behavioural requirements, but also shows our commitment to them by offering permanent contracts. It has also given us the opportunity to

undertake positive action in pursuit of a workforce that reflects the diversity of the communities we serve.

Our targeted recruitment campaign was through a series of short videos that were published via various social media sites. The videos involved a range of existing FC staff discussing the benefits, challenges and highlights of being a FC Operator. The intention was to ensure potential candidates had a deep understanding of the varied role and commitment required to be a successful operator.

The targeted social media campaign was live for 2 days and we received over 100 expressions of interest for the FC open evening, of which 94% of expressions of interest were from BAME or underrepresented groups.

Of the 39 applications that were received, 15 were invited to selection days for shortlisting. Out of these 15, 6 individuals were selected and invited to join FC at the end of October 2019 to start their initial training; these 6 individuals comprise of 3 males and 3 females.

### **3.8 Vision 4 Command and Control System Upgrade**

We are currently working with our Command and Control supplier – Capita, to upgrade the current Vision 3 system to Vision 4.

This upgrade will enhance our ability to interface our system with other required systems, supporting the value release of the project, through efficiency, for both brigades and includes examples such as:

- Automatic retrieval of call location details from BT (information without manual intervention), with input into the ‘call collection screen’ for improved call handling times
- Enhanced Mobile Location (EML) – more accurate GPS location for mobile phones making 999 calls to pinpoint incident addresses
- Pre-alert for faster mobilisation
- Attribute Mobilising, i.e. the ability to tailor responses to fully utilise the blended fleet and enhance resource management
- Integration of Fire Watch (SFRS staffing system) into Vision 4, automating a currently manual and time-consuming procedure.
- It has also enabled the replacement of system hardware and Windows operating systems.

The go live for Vision 4 is currently proposed for mid-November 2019 subject to the system achieving the required standard for both functionality and performance.

Testing is carried out involving Fire Control, ICT and Capita personnel and is continuing throughout October.

### 3.9 **Emergency Services Mobile Communications Program (ESMCP)**

Work is continuing at all levels with the deployment planning requirements to enable optimum transition - nationally, regionally, locally and across Fire, Police and Ambulance.

To support this, further details continue to emerge of the various 'products' or the 'component elements' that make up this programme since the change to an incremental approach, along with the Emergency Services Network (ESN). This is enabling local services to start evaluating the benefits / value these may bring, to each unique service. This can then be added as a consideration in the organisations short to medium term technical/digital planning cycles.

This gap analysis cannot be completed until more details are released, including the costs of these products, including usage costs. It does, however, enable services to feedback into the Programme to identify the potential enhancements which could elicit the best value for money and technological advances possible.

Note: The Public Accounts Committee report in May 2019 - "The programme faces substantial levels of technical and commercial risk, and failures to date have undermined the confidence of users that the programme will deliver a system that is fit for purpose and meets their needs. On current evidence it seems inevitable that there will be further delays and cost increases."

### 3.10 **Technical and Security arrangements**

These are still evolving within the Programme and will dictate the specifications to be followed by organisations, to enable transition, through the successful achievement of the required Code of Connection accreditation.



All direct ESMCP requirements will be funded by the Programme.

- **Airwave Section 31 Grant**

No change - Official notification has now been received for the Grant for the full financial year 19/20. Although the Grant is expected to be continued in line with the Airwave extension, no information has been received for post March 2020 thus far.

- **Resource Funding**

The local resource funding from the Programme, per organisation for 2018/19, was provided at the end of March 19. There are no further details for resource funding post March 2020.

- **Efficiency savings**

Due to the complex nature of this project it is now the expectation that costs, and the Full Business Case financial details, will emerge and develop over the next few months.

### 3.14 **Warwickshire Collaboration**

Work was completed by the WMFS project team over a six-month period culminating in March 2019 with the production of a comprehensive business case and offer for the Staffordshire and West Midlands Fire Control to provide a commissioned service for Warwickshire FRS. The arrangement would have provided a bespoke robust and resilient service operating against a Service Level Agreement and would have enabled a range of improvements and collaborative opportunities for the benefit of Warwickshire FRS and its communities. Regrettably, Warwickshire FRS finally in March 2019 decided that they would not go ahead with this collaboration; citing that there were not enough cost savings. A debrief of the collaboration project has been held between the two FRS with the outcome that the two Organisations will continue to work together and share IRMP data to provide an evidence base to inform discussions around any future collaboration opportunities that may be considered.

4. **EQUALITY IMPACT ASSESSMENT**

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

5. **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.

6. **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report

7. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

**BACKGROUND PAPERS**

Nil.

The contact name for this report is Sarah Warnes, Assistant Chief Fire Officer, Strategic Enabler - People, telephone number 0121 380 6907.

PHIL LOACH  
CHIEF FIRE OFFICER

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**SCRUTINY COMMITTEE**

**11 NOVEMBER 2019**

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

Report of the Chief Fire Officer

RECOMMENDED

THAT Scrutiny Committee note the ongoing progress made by the Service in relation to Diversity, Inclusion, Cohesion, Equality (DICE).

**2. PURPOSE OF THE REPORT**

To provide an update to Scrutiny Committee to review and consider the ongoing progress being made by West Midlands Fire Service (WMFS) 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**

- 3.1 The DICE objectives contained within the DICE report were developed in consultation with functions and departments across the Service. The objectives fulfil our legal duties as a public-sector organisation under the Equality Act 2010.
- 3.2 This report details our continued progress towards achieving our objectives and provides an update in relation to DICE activity.

#### **4. LEADERSHIP, PARTNERSHIP AND ORGANISATIONAL COMMITMENT**

- 4.1 The DICE team, in conjunction with WMFS Staff Engagement Groups (including Affinity, FireOut, Inspire and AFSA) hosted an Inclusion and Development day in June 2019. The event focussed on raising the profile of our staff engagement groups and introduced a range of speakers covering various topics including mental health and wellbeing, positive action and recruitment, a transgender case study and awareness of organ donation specifically within the African Caribbean community. The event was well attended with colleagues from all areas of the organisation participating. Feedback gathered has been positive and will inform future events.
- 4.2 In July 2019 the DICE team launched the buddy scheme and invited applications from employees from across the organisation to be considered to become a workplace buddy. Having a buddy at work can make a huge difference to the speed in which new employees manage to settle into their role, their department and the organisation. A buddy is a friendly face and contact as well as an informal source of information about the organisation, knowing how things work and is prepared to share their experiences.

Around 20 people from all roles within the organisation have applied to become a workplace buddy. Training will be provided during September and buddy profiles will be published.

- 4.3 WMFS continues to develop our approach to coaching and we have an internal coaching and mentoring programme with a range of trained coaches from diverse backgrounds. Internal coaches are now available via a matching site with the potential coachee being able to select from a range of coaches depending upon their needs. The coaching pool has been promoted across the organisation and via our staff engagement groups to reach out to under-represented groups.

- 4.4 The DICE report 2020–2023 has been developed. The purpose of the report is to provide an update in relation to the progress made by WMFS in relation to DICE as well as setting out our equality objectives for the next four years. The publishing of this report assists WMFS in meeting our specific duties by being transparent about how we are responding to the Equality Duty.
- 4.5 The DICE Objectives 2020–2023 have been developed in consultation with departments and functions across the organisation. The objectives show a strong commitment with specific and measurable objectives that help make our organisation fully inclusive.

## **5 COMMUNITY KNOWLEDGE AND ENGAGEMENT**

- 5.1 Our specialist deaf team continue to carry out home visits among the deaf community. Over the last 4 years our deaf team have conducted 420 visits. In addition, they have been involved in a range of activities among the deaf community, creating a short video for British Sign Language awareness week and supporting the sign2sign programme, being nationally recognised for their support and involvement. Members of the team are currently working with a group of parents in Walsall and helped set up Funky Kids Deaf Community Group which provides social and recreational activities for families affected by hearing loss.
- 5.2 On 5<sup>th</sup> September WMFS hosted an event for Stonewall the leading Lesbian, Gay, Bisexual, Transgender (LGBT) rights organisation. This event was for organisations committed to supporting LGBT employees and providing a fully inclusive environment using appropriately trained non-LGBT champions. We hosted guests from a wide variety of public and private organisations across the region who are all Stonewall Diversity champions

## **6 EFFECTIVE SERVICE DELIVERY**

- 6.1 WMFS Prevention team have developed a ground-breaking E-learning package for professionals and carers working with people with care and support needs. This was launched in September with a range of events across our Service delivery area. This will ensure we are reaching workers who engage with all our higher risk groups and covers the key messages set out in our Fire Safety Guidance for Professionals and Carers.
- 6.2 The Complex Needs Officer team are working on a project around a Clutter Bus - a project working closely with Clouds End, an expert organisation who work and train organisations to support people with hoarding tendencies and they work closely with hoarders and support them in a variety ways. The project is to look at acquiring a bus and calling it the clutter bus, kitted out so that it can be deployed across Birmingham with relevant experts on board to support people who hoard or those associated with hoarders or anyone who wants to know more. A pilot video has been submitted to Channel 5 to look at producing a series.

## **7 EMPLOYMENT CONDITIONS, HEALTH AND WELLBEING**

- 7.1 As at 1<sup>st</sup> July 2019 WMFS employed a total of 1889 employees of which:
- 1394 (74%) are uniformed, 435 (23%) non-uniformed and 60 (3%) Fire Control
  - 10% of uniformed staff are female compared to more than half of non-uniformed staff and 88% of Fire Control staff.
  - 12% of all employees are from a Black, Asian or Minority Ethnic (BAME) background.
  - Declaration rates remain high with 95% of all employees having made a declaration regarding disability. 4% have stated that they have a disability.
  - 86% of all employees have made a declaration regarding sexual orientation. It should be noted however that 13% (249) employees have declared that they 'Prefer Not to State.'
  - The average age of our employees is 43 years.

Further information in relation to the profile of the workforce can be found at Appendix 1.

- 7.2 During the reporting period January 2019–June 2019 there were a total of 5 grievances lodged. All 5 were related to working practices.

The number of grievances has decreased from the last reporting period. The previous period showed there was a total of 9 grievances lodged within a 6-month period.

There have been no trends identified in relation to the protected characteristics.

- 7.3 During the reporting period January 2019–June 2019 there were 10 discipline cases. 5 cases investigated under Gross Misconduct and 5 cases investigated under Misconduct. At the time of drafting this report, 4 cases had progressed to Hearing. The outcome for the 4 cases were Final Written Warnings.

There have been no trends identified in relation to the protected characteristics.

WMFS will carry out future benchmarking against both Grievance and Discipline data of other Metropolitan Services and will record in this report for information for Scrutiny Committee.

- 7.4 WMFS Occupational Health team have further developed the approach to Mental Health First Aid. We currently have around 26 employees who have put themselves forward to be a Mental Health (first aider) Employee Advocate. Training and development for our Mental Health Employee Advocates has been developed to ensure that safe and effective implementation of the initiative with structured support is available to the team of advocates. A CPD workshop was delivered in September.

## **8 RECRUITMENT TRAINING AND PROGRESSION**

- 8.1 Since April 2019 WMFS have employed 32 new entrant firefighters. Of these, 14 (44%) are women and 5 (16%) BAME.

- 8.2 In May 2019 a female pre-recruitment programme commenced. Thinkology carried out targeted advertising via social media, inviting women to attend an open evening. The purpose of the evening was to encourage women to consider applying to the Fire Service, dispel myths about the role of a firefighter, provide information about the Service and enrol individuals onto the pre-recruitment programme.

Around 30 women attended the session and 18 subsequently went on to register their interest. 13 women committed to the 6-week programme, of which, to date 6 have successfully completed all selection tests. These women will be recruited to either the October 2019 training course or January 2020 training course.

A further female pre-recruitment programme has commenced in October 2019.

- 8.3 In August 2019 a BAME pre-recruitment programme commenced following further targeted advertising by Thinkology. Around 40 people attended the initial open evening with 20 registering their interest. 12 people have committed to the 6-week programme which commenced in September 2019.

- 8.4 40% of uniformed posts are crew commander and above. 23% of female uniformed staff hold positions of crew commander or above compared to 42% of male uniformed staff. 26% of BAME uniformed employees hold positions of crew commander or above compared to 42% of white uniformed employees.

When considering non-uniformed staff, 59% of posts are above a grade 8. 47% of female non-uniformed staff hold positions above a grade 8 compared to 73% of male staff. 55% of BAME non-uniformed staff hold positions above a grade 8 compared to 60% of white staff.



- 8.5 The female development sessions are being implemented and the first workshop was held in June 2019. The session was well attended by women from across the organisation where input was provided around progression and development, confidence building, coaching and benefits of volunteering.

The second session is scheduled to take place in November where an external provider, Laughology, will provide a fast paced, enlightening session about building resilience and positivity. Laughology have developed a model where they use the science of humour and laughter as a cognitive tool which enables employees to be optimistic, adaptable and flexible.

## 9. **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 regarding all protected characteristics.

## 10. **RISK IMPACT ASSESSMENT**

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

## 11. **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.

## 12. **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

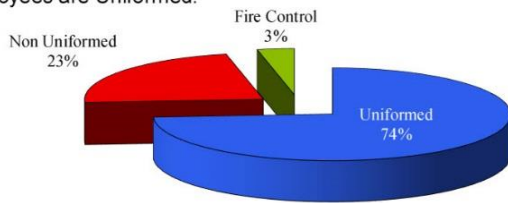
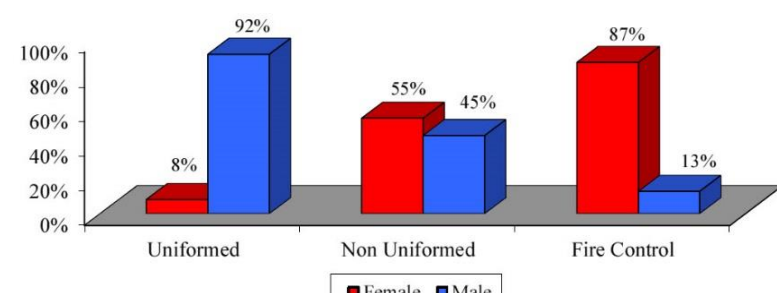
13. **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

The contact officer for this report is Ben Brook, Area Commander, Strategic Enabler - Culture, telephone number 07973 810697.

PHIL LOACH  
CHIEF FIRE OFFICER

## APPENDIX 1

Workforce Profile (1.1.19)				
This information is produced by Workforce Planning and is updated every quarter. If you need similar information for your area to help you complete your EIAs please give us a ring (380 6193).				
Employees				
Employees	Uniformed	Non Uniformed	Fire Control	Total
	1395	431	63	1889
Three quarters of employees are Uniformed:				
				
Gender				
Gender	* Uniformed	Non Uniformed	* Fire Control	Total
Female	113	237	61	411
Male	1275	194	9	1478
Total	1388	431	70	1889
* Former Fire Control staff working in Uniformed posts are reported as Uniformed staff apart from when reporting gender.				
8% of uniformed staff are female, compared to more than half of non-uniformed staff and 87% of Fire Control staff. 50% of the Working population of the West Midlands are female.				
				
Age				
Age group	Uniformed	Non Uniformed	Fire Control	Total
17 - 24	37	21		58
25 - 34	219	42	14	275
35 - 44	552	83	21	656
45 - 54	554	156	22	732
55 - 64	33	109	6	148
65+		20		20
Total	1395	431	63	1889
Average age	41.8	47.7	42.9	43.2
The Uniformed workforce is ageing.				
The average age of Non Uniformed staff is 48. Males and females have a similar average age but different age profiles. A higher proportion of males than females are under 30 and over 60.				

## Female Progression

### Uniformed Staff

Management Band	Female	Male	Total
Foundation (FF)	86	750	836
Supervisory (CC & WC)	19	463	482
Middle (SC & GC)	7	54	61
Strategic	1	8	9
<b>Total</b>	<b>113</b>	<b>1275</b>	<b>1388</b>

40% of Uniformed posts are Management posts (above FF). 24% of female Uniformed staff, and 41% of male Uniformed staff are in Management posts.

### Non-Uniformed Staff

Management Band	Female	Male	Total
Foundation (G1-8)	123	50	173
Supervisory (G9-14)	92	115	207
Middle (G15-17)	14	18	32
Strategic	8	11	19
<b>Total</b>	<b>237</b>	<b>194</b>	<b>431</b>

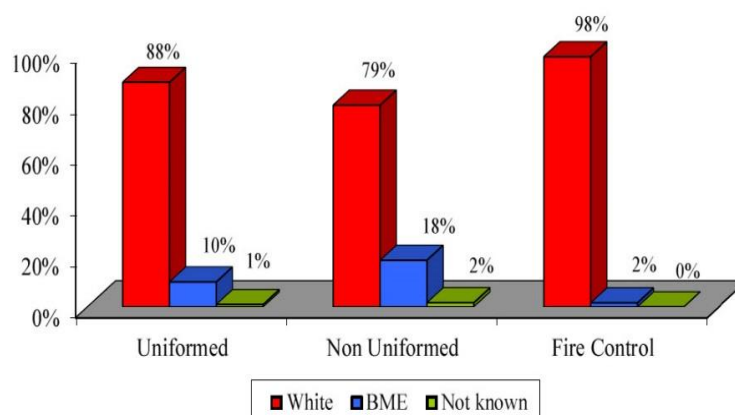
The gender difference in grade is more pronounced amongst Non-Uniformed staff. 60% of Non-Uniformed posts are Management posts (above Grade 8). 48% of female Non-Uniformed staff, and 74% of male Non-Uniformed staff are in Management posts.

47% of Fire Control posts are Management posts (above FF).

## Ethnicity

Ethnicity	Uniformed	Non Uniformed	Fire Control	Total
White	1232	342	62	1636
BME	137	79	1	217
Prefer not to state	13	3	0	16
Not declared	13	7	0	20
<b>Total</b>	<b>1395</b>	<b>431</b>	<b>63</b>	<b>1889</b>

11% of employees are from Black or Minority Ethnic (BME) communities. 30% of the working population of the West Midlands are from BME communities.



### BME Progression

40% of Uniformed posts are Management posts (above FF). 27% of BME Uniformed staff, and 42% of White Uniformed staff are in Management posts.

60% of Non-Uniformed posts are Management posts (Grade 9 and above). 53% of BME Non-Uniformed staff, and 61% of White Non-Uniformed staff are in Management posts.

### Religion

Religion	Uniformed	Non Uniformed	Fire Control	Total
Catholic	25	7	1	33
Christian	543	173	28	744
Protestant	1	3		4
Other Christian Denomination	12	4		16
Buddhist	6	1		7
Hindu	3	9		12
Humanist	8			8
Jain	1			1
Jewish	1			1
Muslim	17	9		26
Pagan	6	2		8
Scientologist	1			1
Sikh	8	16		24
Spiritualism	1	1		2
Other	37	9	1	47
None	356	94	26	476
Prefer not to state	176	34	5	215
Not declared	193	69	2	264
<b>Total</b>	<b>1395</b>	<b>431</b>	<b>63</b>	<b>1889</b>

14% of employees have not declared their religion.

### Sexual Orientation

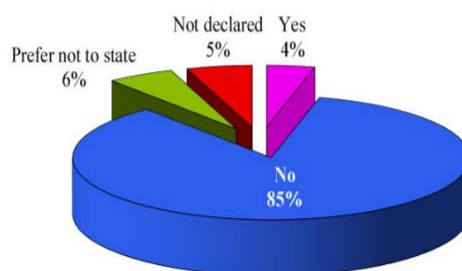
Sexual Orientation	Uniformed	Non Uniformed	Fire Control	Total
Bisexual	17	1	2	20
Gay/Lesbian	20	4	3	27
Heterosexual	957	301	50	1308
Prefer not to state	204	42	5	251
Not declared	197	83	3	283
<b>Total</b>	<b>1395</b>	<b>431</b>	<b>63</b>	<b>1889</b>

15% of employees have not declared their sexual orientation.

### Declared a Disability

Disabled?	Uniformed	Non Uniformed	Fire Control	Total
Yes	39	33	2	74
No	1194	358	59	1611
Prefer not to state	90	12	1	103
Not declared	72	28	1	101
<b>Total</b>	<b>1395</b>	<b>431</b>	<b>63</b>	<b>1889</b>

5% of employees have not declared whether they are disabled.





**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**SCRUTINY COMMITTEE**

**11 NOVEMBER 2019**

1. **AN ANALYSIS OF PROGRESS OF QUARTERLY PERFORMANCE AGAINST 'OUR PLAN' – QUARTER TWO 2019/20**

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 2019/20 (Appendix 1).
- 1.2 THAT the Committee note the progress made in delivering the three strategic priorities contained in 'Our Plan' 2019-2022 (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 'Our Plan' for 2019-2022.

3. **BACKGROUND**

The second Quarterly Performance Review meeting of 2019/20 was held on 29 October 2019. This quarterly meeting, attended by members of the Strategic Enabling Team and other key stakeholders, provides a joined-up method of managing performance and provides assurance around the ongoing performance of 'Our 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:

- Performance Indicators covering:
  - Response, Prevention and Protection
  - People
  - Safety, Health and Environment
- Strategic Objectives as outlined in 'Our Plan' and milestones due for completion within the year 2019/20.

#### 4.3 Service Delivery Performance Indicators

##### 4.3.1 Response:

- PI 1 – the risk-based attendance standard; performance continues to be positive, with the targets having been met for all four categories of incident type. The performance is rated as over performance against the tolerance levels (blue).
- Average attendance times for Category 1 incidents (the most critical and important of the four categories) is 4 minutes 38 seconds in quarter two, a one second decrease 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 37 seconds (an increase of twelve seconds) – the target is under 7 minutes.
  - Category 3 Incident Type: 5 minutes 6 seconds (an increase of twelve seconds) – the target is under 10 minutes.
  - Category 4 Incident Type: 6 minutes 58 seconds (an increase of two seconds) – the target is under 20 minutes.

##### 4.3.2 Prevention:

- The performance indicators for the following areas demonstrate



performance is within the tolerance levels (green):

- PI 2 The number of accidental dwelling fires.
- PI 8 The number of deliberate fires in dwellings.
- PI 9 The number of deliberate fires in non-domestic premises.
- PI 10 The number of deliberate vehicle fires.
- PI 11 The number of deliberate rubbish fires.
- The performance indicators for the following areas demonstrate under performance against the tolerance levels (red):
  - PI 3 Injuries from accidental fires in dwellings, taken to hospital for treatment.
  - 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 12 The number of deliberate fires in derelict buildings.
- The following two performance indicators do not have a performance rating assigned:
  - PI 4 The number of deaths from accidental fires in dwellings.
  - PI 7 The number of people killed or seriously injured in Road Traffic Collisions.

#### 4.3.3 Protection:

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

#### 4.4 People Support Services Performance Indicators

4.4.1 The performance indicators for the following areas demonstrate over

performance against the tolerance levels (blue):

- 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).

4.4.2 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 19 – The average number of working days/shifts lost due to sickness (uniformed and Fire Control staff).

4.4.3 The performance indicators for the following areas demonstrate under performance against the tolerance levels (red):

- PI 17 – The percentage of all staff from black and ethnic minority (BME) communities.
- PI 17a – The percentage of uniformed staff from BME communities

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

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

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

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

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

### 5. **PERFORMANCE MANAGEMENT SYSTEM**

5.1 The InPhase performance management system is embedded across

the organisation. It is envisaged that InPhase will be reviewed for its ongoing performance in the context of the ongoing development and implementation of 3PT.

- 5.2 In the meantime, full engagement with staff and departments across the organisation continues with InPhase, ensuring the involvement of all key stakeholders and end users.
- 5.3 3PT is an acronym for a layered approach to portfolio, programme, project, and task management.
- 5.4 Introduction of the 3PT infrastructure has been completed. It is now subject to further development to manage performance in a project environment as work streams are identified for implementation.

## 6. **CORPORATE RISK**

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

## 7. **EQUALITY IMPACT ASSESSMENT**

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

## 8. **LEGAL IMPLICATIONS**

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

## 9. **FINANCIAL IMPLICATIONS**

- 9.1 The level of response, protection and prevention resources required to achieve the targets for the operational indicators shown in Appendix 1 were considered as part of the Authority's 2019/2020

budget setting process which established a total net budget requirement of £96.778 million. As at the end of September 2019 actual expenditure was £47.377 million compared to a profiled budget of £47.498 million resulting in a £0.121 million underspend.

- 9.2 The delivery of services which contribute to the performance achievements comprise of goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch based staff that provide emergency response as well as prevention services.
- 9.3 The full year budget for smoke alarms and other supporting materials in 2019/2020 is £326,000. Actual expenditure as at the end of September 2019 was £145,500. 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**

‘Our Plan 2019-22’ Strategic Objectives.

Corporate Action Plan updates.

Corporate Risk Position Statement Quarter 2 2019/20 (exception report).

The contact name for this report is Sarah Warnes, Assistant Chief Fire Officer, Strategic Enabler - People, telephone number 0121 380 6907.

PHIL LOACH  
CHIEF FIRE OFFICER


**APPENDIX 1**  
Item 6**Performance Indicator Performance – Quarter One 2019/20**

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

**Response**

Our response priorities focus on dealing excellently with emergency incidents:

- Through risk management, the most serious incidents in high-risk areas will be attended within five minutes, to save life, protect homes and businesses, and keep our transport networks moving
- Risk to life and property will be reduced through our commitment to operational excellence, enabling an assertive, effective and safe emergency response to all incidents whilst supporting firefighter safety
- At all incidents attended, rescue operations will be led and co-ordinated by WMFS whilst working collaboratively with other agencies to deliver an excellent response and meet public expectations
- National resilience will be enhanced through delivery of a local, national and international response to major incidents, new risks and humanitarian situations through our specialist response teams



<b>PI 1</b>		<b>The Risk Based Attendance Standard</b> Target: under 5 minutes Actual: 4 minutes 38 seconds <b>Over performance against the tolerance levels</b>
<p>The median attendance time to high-risk (Cat 1) incidents in quarter one was 4 minutes 38 seconds, a 1 second improvement compared to the previous quarter.</p> <p>Attendance times for Category 2, 3 &amp; 4 incidents remain well within target:</p> <ul style="list-style-type: none"> <li>• Category 2: 5 minutes 37 seconds (target is under 7 minutes)</li> <li>• Category 3: 5 minutes 6 seconds (target is under 10 minutes)</li> <li>• Category 4: 6 minutes 58 seconds (target is under 20 minutes)</li> </ul>		

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## Prevention

Our prevention priorities focus on making safer, healthier communities:




- The number of people killed or seriously injured by fire-related incidents will reduce as we focus, with our partners, on reducing the risks faced by the most vulnerable people in our communities
- The safety, health and well-being of the most vulnerable people in our communities will improve by targeting 'radical prevention' interventions that are directly linked to vulnerability from fire
- Arson-related incidents will fall, supporting safer and stronger communities, as a result of our partnership working
- Fewer people will be killed or seriously injured on West Midlands roads, and we will keep our transport networks moving, as we work with the West Midlands Combined Authority and other organisations to develop and deliver interventions that support the West Midlands Regional Road Safety Strategy.

<b>PI 2</b>		<b>The number of accidental dwelling fires</b> Target YTD: 790 (703 – 853) Actual to date: 824 <b>Performance is within the tolerance levels</b>
<p>There have been 824 Accidental Dwelling Fires for the year to date (YTD), 4.0% over target but within tolerance levels.</p> <p>The last quarter's incidents have been average for this time of year, if slightly below the same period over the last three years.</p>		
<b>PI 3</b>		<b>Injuries from accidental fires in dwellings (taken to hospital for treatment)</b> Target YTD: 24 (16 – 28) Actual to date: 37 <b>Under performance against the tolerance levels</b>
<p>There have been 37 PI Injuries this year to date, 56.5% over target and 35.4% over the three-year average. This includes 17 in the last quarter. This is the highest figure for the first two quarters of the year since 2011-12, when there had been 43.</p> <p>Nine of the casualties were aged 45-64, and nine were aged 65+ (of which 5 were 80+). Just over 40% (15) occurred at fires caused by cooking, followed by smoking-related fires (7).</p> <p>19 casualties suffered smoke inhalation, and 16 suffered burns. The other 2 were unknown.</p>		

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<b>PI 4</b>		<b>The number of deaths from accidental dwelling fires</b> Target YTD: N/A Actual to date: 7
<p>There have been seven fatalities in accidental dwelling fires this year to date.</p> <p>Four were in the Black Country North Command Area, two in Black Country South and one in Coventry &amp; Solihull.</p> <p>Four were aged 45-64, 2 were aged 80+ and one was in the 25-44 age range.</p> <p>Four occurred as a result of smoking-related fires. The others resulted from a Cooking fire, a 'Matches, candles, incense burner' fire, and an 'Other domestic appliance' fire. Three of the four casualties aged 45-64 died in a smoking-related fire.</p>		
<b>PI 5</b>		<b>The percentage of Safe and Well visits referred by our partners</b> Target YTD: 40% (40% - 42%) Actual to date: 31.7% <b>Under performance against the tolerance levels</b>
<p>The percentage of Safe and Well visits referred by our partners for the year to date was 31.7%, below the target of 40%.</p>		
<b>PI 6</b>		<b>The number of Safe &amp; Well points achieved by the Brigade</b> Target YTD: 129,840 Actual to date: 121,244 <b>Under performance against the tolerance levels</b>
<p>The target for the total Safe and Well points is 259,690 for the year. For the year to date we achieved 121,244 points (which is 8596 below the YTD target)</p> <p>The Tymly system continues to be used in the Black Country South Command Area. It uses an updated risk model and does not record Safe and Well points. If it was assumed that these visits accrued the average number of Safe and Well points for Black Country South Command Area during the quarter, the visits would contribute a further 16,112 points to the YTD total (and therefore performance would be above target).</p> <p>9,131 Safe and Well visits were carried out this quarter, equating to 1.73 per appliance per 24 hours (including Tymly Safe and Well visits and based on 58 appliances being available 24/7).</p>		

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<b>PI 7</b>		<p><b>The number of people killed or seriously injured (KSI) in road traffic collisions</b></p> <p>Target YTD: Not applicable</p> <p>Actual to date: Not available</p>
<p>Data for quarter two 2019/20 has not been released yet. Provisional figures have been provided up to 30 June 2019.</p> <p>The latest figures for quarter one 2019/20 suggest a small reduction in the number of people killed and seriously injured in road traffic collisions in the West Midlands compared to the same quarter last year and to quarter four of 2018/19.</p> <p>The latest update indicates that 189 people were killed or seriously injured (KSI) during quarter one (nine killed and 180 seriously injured):</p> <p>There were nine fatalities in quarter one, which is consistent with the same period last year, when there were 11. Of the nine fatalities, Dudley, Sandwell and Walsall experienced two each, and there was one in each of Birmingham, Coventry and Wolverhampton.</p> <p>Five of the nine fatalities were pedestrians, three were motorcyclists, and one was a car passenger.</p> <p>62 of the 180 seriously injured casualties were pedestrians, 33 were cyclists, and 25 were motorcycle riders.</p>		
<b>PI 8</b>		<p><b>The number of deliberate fires in dwellings</b></p> <p>Target YTD: 110 (86 – 128)</p> <p>Actual to date: 92</p> <p><b>Performance is within the tolerance levels</b></p>
<p>Deliberate Dwelling Fires have been below target and within tolerance levels for both quarters this year to date, with a total of 92 incidents against a target of 110.</p> <p>Only Coventry &amp; Solihull is above tolerance levels, with 18 incidents against a 13 target. Within the Command, only Coventry is above tolerance (15 against a target of 11).</p>		
<b>PI 9</b>		<p><b>The number of deliberate fires in non-domestic premises</b></p> <p>Target YTD: 93 (72 – 109)</p> <p>Actual to date: 73</p> <p><b>Performance is within the tolerance levels</b></p>

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There have been 73 deliberate fires in non-domestic premises for the year to date, the lowest since comparable records began in 2009/10, and it is just above the lower tolerance level and 21.3% below target.

Black Country North and Birmingham South are the only commands not within or below tolerance. The Black Country North exceeds the target by 70% (21 incidents against target of 12). Birmingham South only 'tipped' above tolerance as of the end of September, now exceeding the target by two incidents.

Though Solihull Borough is above tolerance, this is just by one incident (three incidents against a target of two).

**PI 10**



**The number of deliberate vehicle fires**

Target YTD: 418 (326 – 489)

Actual to date: 375

**Performance is within the tolerance levels**

There have been 375 deliberate vehicle fires during this year to date, 10.3% below target and still within tolerance.

All but one Command are within tolerance level; Birmingham North is below tolerance levels. Only Walsall borough is above tolerance levels, with 43 incidents against a target of 36. This is largely due to 15 incidents occurring in June.

**PI 11**



**The number of deliberate rubbish fires**

Target YTD: 963 (857 – 1041)

Actual to date: 1005

**Performance is within the tolerance levels**


There have been 1005 deliberate rubbish fires for the year to date, 4.3% above target although within the tolerance levels. The quarterly figure represents the highest number of incidents recorded since quarter two 2017/18.

Coventry & Solihull and Birmingham South commands both exceeded the respective tolerance levels.

Coventry has had 183 incidents against a target of 149, and Solihull has had 44 incidents against a target of 36. Birmingham South has had 195 incidents; its target is 175.

Walsall borough is also above tolerance level, with 147 incidents (target 130).

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<b>PI 12</b>		<b>The number of deliberate fires in derelict buildings</b> Target YTD: 63 (49 – 73) Actual to date: 83 <b>Under performance against the tolerance levels</b>
<p>There have been 83 deliberate fires in derelict buildings during quarter one, 32.2% above target. However, this is 6.7% below the three-year average of 89.</p> <p>Black Country North Command is 63.0% over target, representing a difference of nine incidents compared to the target. Only Walsall is over target, with 23 incidents against a target of nine.</p> <p>The Black Country South is 64.1% or 16 incidents over target. Only Sandwell is over target, with 35 incidents against a target of 13; incidents were particularly high in May with 12. Deliberate derelict building fires in Sandwell have been exceptionally low in the last two years (seven last year and 14 in the previous year, compared to an average of 43 in the previous eight years), making the current target particularly challenging for the borough.</p> <p>Birmingham North is 40.7% below target.          Solihull &amp; Coventry is 43.3% below target.</p>		

## Protection

Our protection priorities focus on protecting life and property to make businesses stronger and communities safer:




- Life and property will be protected by targeting high-risk buildings and vulnerable businesses, including residential high-rises, to ensure compliance and enforcement of fire safety legislation
- Improved community safety through implementing outcomes of the Independent Review of Building Regulations and Fire Safety
- Improved community safety through innovative and contemporary approaches to the delivery of protection activities and working cohesively with partners at local, regional and national levels to influence the development of new and enabling legislation
- Prosperity and economic growth are enhanced by educating and supporting businesses, including collaboration with other regulators and partner agencies
- Disruption to businesses, communities and West Midlands Fire Service caused by unwanted fire signals from fire alarms will be reduced.

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<b>PI 13</b>		<b>The number of accidental fires in non-domestic premises</b> Target YTD: 209 (163 – 245) Actual to date: 234 <b>Performance is within the tolerance levels</b>
<p>There have been 234 Accidental Fires at Non-Domestic Properties this year to date, which is 11.9% over target but remains within tolerance,</p> <p>Coventry &amp; Solihull is over the tolerance level and over target by 41.5%, though this is due to Coventry only.</p> <p>Black Country South Command is over tolerance and exceeds the target by 22.9%, though only Dudley is over target.</p> <p>Black Country North Command is within the tolerance levels although five incidents over target. Only Wolverhampton is over target.</p>		
<b>PI 14</b>		<b>The number of false alarm calls due to fire alarm equipment in dwellings and non-domestic premises</b> Target YTD: 2916 (2595 – 3149) Actual to date: 3071 <b>Performance is within the tolerance levels</b>
<p>There have been 3071 False Alarms due to Equipment this year to date, which is over target but within tolerance.</p> <p>2357 incidents took place at dwellings, which is above the average of the last three years for the same period and property type.</p> <p>714 were at non-domestic properties, which is just under the last three years' average.</p> <p>Incidents at dwellings were highest in Coventry, Sandwell (each 39 incidents above the three-year average), and Wolverhampton (58 incidents above average).</p>		

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## People Support Services

<b>PI 15</b>		<p><b>The percentage of employees that have disclosed their disabled status</b>          Target: 100% (95% - 100%)          Actual to date: 95.1%  <b>Performance is within the tolerance levels</b></p>
<p>The percentage of employees disclosing their disability status has remained high at 95.1% with 3.6% stating that they do have a disability.</p> <p>When considering declaration rates for ethnicity, religion / belief and sexual orientation, these also remain high at 98.9% for ethnicity, 87% for religion/belief and 86% for sexual orientation.</p> <p>A full breakdown of the protected characteristics across the Service is submitted to the Committee on a 6-monthly basis via the Diversity, Inclusion, Cohesion, Equality Update, which includes a workforce profile.</p>		
<b>PI 16</b>		<p><b>The number of female uniformed staff</b>          Target: 145 (138 – 152)          Actual to date: 140  <b>Performance is within the tolerance levels</b></p>
<p>The number of female uniformed staff has increased to 140, five below target and within the tolerance levels. 10.2% of all uniformed staff are female.</p> <p>Since April 2019 the Service has recruited 31 new entrant firefighters, thirteen (42%) of whom were female.</p> <p>Work continues with Thinkology and a further female pre-recruitment programme has commenced, including an open evening designed to encourage women to consider applying to the Fire Service, dispelling myths about the role of a firefighter, providing information about the Service, and enrolling individuals onto the programme.</p> <p>40% of uniformed posts are crew commander or above. 24% of female uniformed staff hold the position of crew commander or above, compared to 42% of male uniformed staff. When considering non-uniformed posts, 59% are above a grade 8. 48% of female non-uniformed staff hold a position above a grade 8, compared to 74% of male non-uniformed staff.</p>		
<b>PI 17</b>		<p><b>The percentage of all staff from BME communities</b>          Target: 12.5% (11.8% – 13.1%)          Actual to date: 11.7%  <b>Under performance against the tolerance levels</b></p>

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The percentage of all staff from black and ethnic minority (BME) communities has remained relatively constant over time, with a slight increase in Q2 (11.7%) compared to Q1 of 2019/20 (11.5%).

A BME pre-recruitment programme commenced in August 2019 following targeted advertising by Thinkology. Approximately 40 people attended the initial open evening with 20 people registering their interest in the programme. 12 people have committed to the six-week programme which commenced in September 2019.

15.7% of Non-Uniformed and Fire Control staff are BME. 59% are above a grade 8. 57% of BAME non-uniformed staff hold a position above a grade 8, compared to 61% of white non-uniformed staff.

**PI 17a**



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

Target: 11.1% (10.5% – 11.7%)

Actual to date: 10.3%

**Under performance against the tolerance levels**

10.3% of Uniformed staff are from BME communities.

Since Apr'19, 16% of fire-fighter recruits have been from BME communities.

40% of uniformed posts are crew commander or above. 25% of BME uniformed staff hold the position of crew commander or above, compared to 42% of white uniformed staff.

**PI 18**



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

Target: 1.95 (1.85 – 2.05)

Actual to date: 1.74

**Over performance against the tolerance levels**

An average of 1.74 working days/shifts per person were lost due to sickness during quarter two, below target and below the lower tolerance level.

An average of 3.8 working days/shifts per person were lost due to sickness year to date, above the target of 3.4 days. This figure represents a 1.6% increase compared to the same period in 2018/19.

**PI 19**



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

Target: 1.78 (1.69 – 1.87)

Actual to date: 1.73

**Performance is within the tolerance levels**

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An average of 1.73 working days/shifts per person were lost due to sickness during quarter two, below the target and within the tolerance levels.

An average of 3.82 working days/shifts per person were lost due to sickness year to date, higher than the target of 3.89 days. However, this figure represents a 12.4% decrease compared to the same period in 2018/19.


The top five absence reasons are:

- Mental Health
- Joint Problems
- Gastrointestinal
- Muscular Skeletal: Back
- Cold and Flu

These five reasons represent 52% of duty days lost due to sickness.

There were 1456 days lost through restricted duties for this period, compared to 829 for the same period last year.

Missing data regarding attendance management has increased during this period and focused activity will be required to support managers to ensure sickness information is recorded in a timely manner. 15% of duty days had no absence reason recorded, and 15% of sickness episodes had no return to work information.

<b>PI 20</b>		<b>The average number of working days/shifts lost due to sickness – non-uniformed staff</b> Target: 2.52 (2.39 – 2.64) Actual: 1.78 <b>Over performance against the tolerance levels</b>
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An average of 1.78 working days/shifts per person were lost due to sickness during quarter two, below the target and below the lower tolerance level.

An average of 3.74 working days/shifts per person were lost due to sickness year to date, below the target of 3.89 days. This figure represents a 12.4% decrease compared to the same period in 2018/19.


The top five absence reasons are:

- Mental Health
- Muscular Skeletal: Back
- Joint Problems
- Post-Operative
- Cold and Flu

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Missing data regarding attendance management continues. 33% of all duty days had no absence reason recorded and 25% of sickness episodes had no return to work information recorded. Focused activity is to be undertaken to address this issue.

## Safety, Health and Environment

<b>PI 21</b>		<b>The total number of injuries</b> Target YTD: 64 (60.8 - 70.4) Actual to date: 89 <b>Under performance against the tolerance levels</b>
		<p>There were 42 injury reports received for quarter one and 47 in quarter two. This gives 89 reports to date against a target of 63 for the first two quarters. The comparative figure for the figure for the first two quarters of 2018-19 was 71.</p> <p>The three main types of injury for quarter 2 (47 reports) were:</p> <ul style="list-style-type: none"> <li>• 9 Burns/reddening during hot fire</li> <li>• 8 manual handling injuries</li> <li>• 7 slips/ trips/ falls</li> </ul> <p>By activity, there were:</p> <ul style="list-style-type: none"> <li>• 5 injuries at incidents and 2 whilst responding to incidents meaning 40 reports were in a more controlled environment</li> <li>• One fitness related injury</li> <li>• 19 during training (9 were burns/reddening, 4 were handling and there were 2 slips/trips and 4 others)</li> <li>• 9 for uniformed employees during routine activity (no trend)</li> <li>• 7 for support staff (2 kitchen burns to cooks, one cleaner injury, two workshops injuries, one maintenance injury, and one Asset support injury at the high-rise training building)</li> <li>• Two to contractors (cut and foreign body in eye)</li> <li>• One for a cadet (slipped on a log at residential camp)</li> <li>• One for recruit selection (muscle injury descending ladder)</li> </ul> <p>Near hit reporting was down 38% for the first two quarters of 2019/20 (157 to 97). It should be noted that the majority of near hit reports do not meet a strict near hit criteria but do highlight hazards and other issues. For example, four near hit reports from quarter two have been identified to reflect a 'true' near hit.</p> <p>Violence reporting was down 32% for the first two quarters of 2019/20 (84 to 57). There were 34 reports in quarter two.</p>

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<b>PI 22</b>		<b>The total number of RIDDOR injuries</b> Target YTD: 7 (6.7 – 7.3) Actual to date: 11 <b>Under performance against the tolerance levels</b>
<p>There were six RIDDOR reports during quarter two, 11 reports for the year to date. There were two reports made for each of the three months of quarter two. There had been no HSE follow up to any of the reports and none of the reports had been incident related.</p> <p>Note: RIDDOR refers to the ‘Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. Further information is available via the Health and Safety Executive website.</p>		
<b>PI 23</b>		<b>To reduce the Fire Authority’s carbon emissions</b> Forecast YTD: N/A Actual to date: N/A
Performance indicator is reported annually.		
<b>PI 24</b>		<b>To reduce gas use of Fire Authority premises</b> Forecast YTD: N/A Actual to date: N/A
Performance indicator is reported annually.		
<b>PI 25</b>		<b>To reduce electricity use of Fire Authority premises</b> Forecast YTD: N/A Actual to date: N/A
Performance indicator is reported annually.		

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**WEST MIDLANDS FIRE AND RESCUE AUTHORITY  
SCRUTINY COMMITTEE WORK PROGRAMME 2019/20**

<b>Date of Meeting</b>	<b>Item</b>	<b>Responsible Officer</b>	<b>Completed</b>
<b>2019</b>			
3 September 2019	Analysis of Progress of Corporate Performance against The Plan for Quarter 1 2018/2019	ACFO Strategic Enabler - People	3 September 2019
	Dispute Resolution Monitoring	ACFO Strategic Enabler - People	3 September 2019
	Consideration of Work Programme	Chair of Scrutiny Committee	3 September 2019
	Scrutiny Committee Terms of Reference	Clerk to the Authority	3 September 2019
26 September 2019 (extra meeting called)	Scrutiny Committee Working Group – Review of Business Continuity Arrangements	Chair of Scrutiny Committee	26 September 2019
7 October 2019	Scrutiny Reviews	ACFO Strategic Enabler – People	7 October 2019

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21 October 2019 (extra meeting called)	Scrutiny Committee Working Group – Review of Business Continuity Arrangements	Chair of Scrutiny Committee	21 October 2019
4 November 2019 (extra meeting called)	Scrutiny Committee Working Group – Review of Business Continuity Arrangements	Chair of Scrutiny Committee	
11 November 2019	Analysis of Progress of Corporate Performance against The Plan for Quarter 2 2018/2019  Diversity, Inclusion, Cohesion & Equality Update  Fire Control Performance Report	ACFO Strategic Enabler - People  ACFO Strategic Enabler – People  ACFO Strategic Enabler – People	
<b>2020</b>			
<b>Date of Meeting</b>	<b>Item</b>	<b>Responsible Officer</b>	<b>Completed</b>
24 February 2020	Analysis of Progress of Corporate Performance against The Plan for Quarter 3 2018/2019	ACFO Strategic Enabler - People	

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24 March 2020	Dispute Resolution Monitoring Report	ACFO Strategic Enabler - People	
	Consideration of the Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	
2 June 2020	Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2018/2019	ACFO Strategic Enabler - People	
	Diversity, Inclusion, Cohesion & Equality Update	ACFO Strategic Enabler - People	
	Fire Control Performance Report	ACFO Strategic Enabler - People	
	Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	

To report as appropriate:

- Updates on the review of safeguarding

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

To be scheduled:

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- Members awareness session
- Review of Safe and Well

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November 2019