



Fire and Rescue Service
Headquarters, Pirehill
Please ask for Kay Johnson
DDI (01785) 898670

SCRUTINY AND PERFORMANCE COMMITTEE

Wednesday 6 December 2017
2.15 pm
Room 1
Fire and Rescue Service Headquarters,
Pirehill

A Chairman's Preview (for Mrs K M Banks and Mr S J Tagg) has been arranged for 2 pm

Howard Norris
Secretary to the Authority
27 November 2017

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 17 October 2017**
4. **Membership of the Committee**

As discussed at the last Meeting, Members are advised that Mr Simon Tagg has replaced Mrs Gill Burnett and will assume her duties as the Vice Chairman of the Committee.

5. **Business Transformation Team – Work Programme Overview**

Presentation by Dermot Hogan, Group Manager

6. **Items for Future Meetings**

To be reviewed by Members

1 February 2018	Retained Duty System, recruitment and retention – a review of the RDS crewing system
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	Response Standards
Future Items date not yet specified	Impact of the Safe and Well Visits (early 2018)
	Outcomes of the EXIT Programme once the University of Exeter report is received

7. **Date of Next Meeting** – The next meeting of this Committee will be held on Thursday 1 February 2018 at 2.15 pm

8. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part I of Schedule 12A of the Local Government Act 1972 indicated below”.

PART TWO

9. **Community Sprinkler Project – Phase 2 Update**
(exemption paragraph 3)

Report of Jim Bywater, Head of Central Prevent and Protect

**MINUTES OF THE SCRUTINY AND PERFORMANCE COMMITTEE
HELD ON 17 OCTOBER 2017**

Present: Banks, Mrs K M (in the Chair)

Cooper, J
James, A K

Powell-Beckett, Mrs J

Apologies:- Atkins, P E B, Jellyman, D M and Winnington, M J

Also in Attendance: Mr T Hyde, Director of Response, Ms K Bourne, Corporate Manager Business Intelligence Team, Mr J Bywater, Head of Central Prevent and Protect, Mr M Downes, Partnership and Engagement Co-ordinator, Mr P Shaw Technical Fire Safety Lead and Mr H Allcock, Community Safety Officer.

PART ONE

Documents referred to in these minutes as schedules are not appended but will be attached to the signed copy of the minutes. Copies, or specific information in them, may be available on request.

Minutes of the Meeting held on 11 July 2017

17. **RESOLVED** – That the Minutes of the Scrutiny and Performance Committee held on 17 July 2017 be confirmed and signed by the Chairman.

Membership of the Committee

18. Members were advised that there was a vacancy on the Committee as Mrs Gill Burnett has come of the Authority. Members were advised that earlier that day the Chairman of the Authority had agreed that Mr Tagg, the new Member on the Authority nominated by Staffordshire County Council should take the place of Mrs Burnett on the various Committees and would also be the Vice Chairman of the Scrutiny and Performance Committee. The Chairman's action would be confirmed at a future meeting of the Authority.

19. **RESOLVED** – That the change in Membership of the Committee be noted.

Deferral of Report

20. Members were advised that the EXIT Programme report which had been scheduled for this meeting had been deferred as there is currently no data available other than numbers of Road Traffic Collisions and the number of Killed and Seriously Injured which are reported as part of the performance report. The Exit Programme report would be put to a future meeting of this Committee once the final report had been published.

21. **RESOLVED** – That the matter be noted.

Performance Report (Schedule 1)

22. The report provided the Committee with information regarding Service performance to August 2017. The report presented key performance measures for the organisation in Statistical Process Control (SPC) format and some additional statistical information as required. Members held a detailed discussion on each of the performance areas.

Accidental dwelling fires were lower than expected. The main cause of low severity fire was cooking, with distraction being blamed for a third of these. The main cause of the high severity fires was electrical.

Members discussed gold, silver and bronze categories and were advised that the Service was refining the data it collected to better help pinpoint those at risk from fire. The category of a person was based on lifestyle data. The Service also monitored those who had a fire to see whether those continued to be at risk from fire. Mr Bywater advised that the Service monitored the list of incidents. They looked to carry out extended Safe and Well visits to those identified properties. For instance, in a block of flats they would look at false alarm calls received and those incidents that did not turn into a fire. The Service did carry out after the fire activities including face to face discussions with residents. They flagged up that there were a number of residents that felt that they did not require fire safety advice. A Member asked whether those who ignored advice were shown photographic evidence of burns etc. Mr Bywater advised that the Service did not use those "shock tactics" but did show images of the devastation of fire. He advised that that many fatalities were caused by the smoke from a relatively small fire. Some people think that if they don't see a flame they can deal with it themselves and then become overcome by smoke.

Mrs Banks raised the issue of partnership working and whether the referrals were being carried out. She enquired whether the Service had been getting support from partners. Mr Bywater advised this may be something that he could put in a future report to the Committee. He advised that they were linking with partners re private rented accommodation and housing associations. Mrs Banks commented that it was not the objective to embarrass partners but if the Committee discovered a problem they may be able to help.

Mr Bywater highlighted the positive work that they had carried out through the Community Sprinkler Project and he would be happy to bring this to the Committee.

Members discussed private landlord and multi occupied homes. Mr Shaw advised that many of these properties came under the threshold of being licensed and so the Service did not find out about these until there was a fire. This was a difficult area and the Service was working with the licensing departments on this.

Members discussed the issue of derelict properties and rough sleepers. Mr Shaw referred to a fire some years ago where rough sleepers died in a fire. Now the Service did try and find out which properties the rough sleepers were using.

Members had expected to see a spike in prison fires due to the introduction of the smoking ban. Mr Bywater advised that there had been a stepped approach to the smoking ban and the Prison Service were monitoring this.

Mr Hyde advised that the number of RTCs fluctuated due to bad weather, frosts etc. In response to a question he advised that there were no “skid pan” training facilities within the County.

Members commented that there had been no attacks on firefighter during the reporting period and commented that other emergency service would like to achieve that. A Member commented that this was down to the valuable work undertaken by the Service with communities.

The report advised that the absence information was in transition from the SAP to the Firewatch system and was not currently available and would be reported to a future meeting.

23. **RESOLVED** – That the Performance Report be noted.

Recruitment Campaign – Positive Action (Schedule 4)

24. The Report presented to the Committee had also been delivered to the Service Improvement and Equality Committee on Tuesday 4 July. It outlined the Positive Action that the Service did prior to the whole-time recruitment campaign closing date of the 11 June 2017. The data it referenced was the raw data and included the ‘prefer not to say’ option.

Due to the retirement profile and the numerous years in which FRSs had not recruited whole-time firefighters there was an under-representation of women and black and minority ethnic (BME) groups within operational workforce of FRS’s.

The report defined what the Service did in preparation for the recruitment ‘go live’ date, 1 June 2017, from a media and communications perspective. It outlined the activities at Community Fire Stations which enabled the Service to engage with interested applicants. It also gave the personal characteristic data of all applicants, by gender, age, religion and belief, sexual orientation and ethnicity. The datasets informed the Service at what stage of the process applicants, by those characteristics, were unsuccessful in the recruitment process. This would be developed into a record at the end of the campaign in order that the Service could evaluate the campaign. There were 6 stages to the application process and report advised the Committee on the application form - stage 1.

Contained within the Appendix 1 to the report were examples of the social media material used in the run up to the 1 June application ‘go live’ date. In addition the Services Facebook page was able to utilise algorithms which targeted women. The feedback posts from these social media feeds were monitored and replied to. It was identified, particularly for women, that they thought they could not be a firefighter because they weren’t strong enough. The responses to these themes were to reiterate the message of what the role and requirements of a firefighter in the 21st century entailed.

Contained within Appendix 2 to the report was information which went to prospective candidates attending the six Community Fire Station events across the County and the City. In addition to the material a range of specialist Service staff were available to go through the whole process with potential candidates. There were specialist staff from Human Resources, Health and Fitness, Equality and Diversity and Station and Watch Mangers to answer any queries that arose. In total 211 people attended the events with

an interest in applying with around 20% of those being women. The Service could not reliably ascertain the ethnicity of the individuals as they had not requested that information.

Contained within Appendix 3 was the breakdown of the 1358 applications forms received, electronically from WM Jobs. Following the initial marking phase 95 applicants were sifted and marked with a total of 95 successful applicants 18 (18.9%) were women and 5 (5.2%) had an ethnic minority heritage. Appendix 3 showed how the total number of applications to the Service was delineated by protected characteristics.

Mr Hyde advised that the Service had ended up with 16 new recruits, two of which were female. He advised that the Service were not satisfied with that and would be increasing their positive action campaign for the next recruitment campaign. They had carried out a data trawl throughout the County and it seemed that applicants were ill prepared. Leicestershire Fire and Rescue Service had a DVD of all of the tests so that applicants could see what these entailed. A Member commented that this was a good idea. Mr Hyde advised that for under-represented groups they would be delivering positive action at fire stations with the hope of attracting more BME applicants.

For this recruitment campaign Mr Hyde advised that female applicants had shown a disproportionate drop out rate at the confined space test stage. As part of the positive action the Service ensured that under represented groups could practice this type of test.

In response to a question Mr Hyde advised that for wholetime positive action they would only target people from under represented groups but for the retained recruitment they would invite all in to take part in the positive action.

Mr Cooper asked how the Service would approach ethnic minorities and whether they would get someone with language skills to talk to them. Mr Hyde advised that the Service had got several people with language skills but one of the requirements of the Service was that the applicant must have a good grasp of spoken and written English due to the nature of the job. There were opportunities in the Service for firefighters to use their language skills ie Safe and Well visits.

Mr James enquired how the Service promoted the recruitment and was advised that this was done through social media, the Service's own website and through word of mouth. They received 1358 applicants for the last wholetime recruitment campaign. For retained firefighters it remains difficult to recruit.

Mrs Powell-Beckett referred to the Service targeting students. Mr Hyde advised that they had three students from Wolverhampton University that were retained at Rising Brook Stafford. Following their appointment it did increase the availability at Rising Brook. Unfortunately the supervisory manager and driver moved away from the area and so the availability of the appliance went down. They needed a driver or Officer in Charge available. The Service was actively working with Wolverhampton University to pursue this further. In response to a question members were advised that the Service was also in talks with Staffordshire and Keele Universities about employing students as retained firefighters and the recruitment for this would start in January 2018. A Member asked about the local knowledge of these students that may come from outside of the area. Mr Hyde advised that the majority of the crew that they would be on duty with would have local knowledge.

25. **RESOLVED** – That the report the Recruitment Campaign and positive action be noted.

Fire Cadets+ Overview and Update (Schedule 5)

26. Mr Downes introduced the report which gave an overview of the Fire Cadet+ scheme. The Cadets+ scheme at Rugeley and Hanley had recently finished. The course was now integrated with City and Guilds and the Duke of Edinburgh (DoE) awards. Generally the DoE awards had about a 50% success rate. The Service had achieved an 88% success rate. The programme fits in the DoE as the Cadets have to attend for six months. Each one of the successful students would be awarded a bronze DoE award. The cadets met weekly and were managed and supported to fulfil their DoE award. They also received additional accreditation and awards and could attain a qualification in employability. If they were fortunate to secure a job they would still get the modules of the DoE that they had undertaken. Under the old course if they left part way through they would receive nothing. Even after a few weeks they would build towards their City and Guilds and their DoE. After the pilot they were now on their second phase in Tamworth and had 14 Cadets out of a possible 20 places. This was a brand new scheme filled by word of mouth.

Rugeley had 16 cadets on their course out of a possible 20 positions. They had 14 on the last scheme. The other scheme in Hanley commencing on 3 November had 22 enrolled, based on the geographics of an urban area, but could stretch to 25. 120 enquiries had been received but they had not received forms from all of these.

Mr Downes advised that the report captured all areas of learning to help the course move forward. He introduced Harry Allcock who had been a student firefighter, cadet and volunteer and was now a Community Safety Officer.

Mrs Banks commented upon the scheme needing to be self-funding. She asked Harry Allcock to tell the Committee what he got out of the scheme.

Harry advised that his journey started six years ago as he was on one of the original student firefighters courses. As he started the course his family then experienced a house fire. This gave him a different concept on what he wanted to do. The start of his career path was when he enrolled on the course. The new cadet scheme was supported by the DoE and all employers were looking for this on CVs. He was initially sceptical about how DoE would work with the Cadet scheme. As a Cadet he got involved as instructor. The DoE included volunteering, physical, expedition and other skills. The scheme still included the practical firefighting skills, together with CV skills and financial management which gave the Cadets employability and a new future. The young people were really benefitting from the skills given to them. A few of the Cadets had dropped out due to getting employment. They were losing these Cadets due to the skills that the Service had given them.

The initial fire cadets course was heavily "fire service" and was held at Stone Fire Station. The course was not structured and was a week long course and was focused around extra support and keeping the students on the straight and narrow. When he came on the course they could attain BTEC level 2 on fire services. The beauty of Cadets+ was the other factors of CV writing, DoE awards etc. He had progressed to achieving the DoE Gold award. Harry was now role of Community Safety Officer.

Mrs Banks congratulated Harry on his achievement.

Mr Downes advised that the Service had been on a journey through the different schemes. Mrs Banks commented upon the changes to the scheme and appreciated seeing and hearing how the course had improved. She indicated that she would like the opportunity for Members to visit the Cadet+ scheme and have the opportunity to speak to the young people.

Members asked for the breakdown of the courses in terms of under represented groups and were advised that in Tamworth they had no BME on the scheme but had two females. Two young people had been referred by Staffordshire Police. Mr Downes advised that this was a learning outcome from the previous courses. There was no recruitment framework in place as it was driven locally and the Service was working on a structured approach. They were working with housing associations etc to identify individuals. The Cadets+ scheme was unique as here were no other schemes like this in the Country and therefore the recruitment process would also be unique. The current "open door" policy meant that they were mixing all different people together from different backgrounds and the scheme branding attracts both academic and non academic students.

In response to a question Members were advised that the three courses in Rugeley, Tamworth and Hanley would commence in November and would incorporate the learning from the previous schemes to ensure that they were flexible.

In response to a question regarding funding Members were advised that the Service funded approximately £3000 for each scheme. If there was a need to expand the provision of the course then the Service would need to create a separate budget. Members suggested that funding may be forthcoming from the Community Interest Company. Mr Bywater advised that they had been in discussion with Ms Staples from the CIC about up stream education. This course was a Service Course giving the participants a purpose and the necessary skills.

Mr Cooper advised that a one off payment could be applied for from County Councillors as part of their local initiatives scheme. What he liked about the report was the strengths and weaknesses highlighted, which was very good.

Mr Downes advised that there were two potential funding streams where agencies have pots of money to bid for. They needed to ensure that they had an airtight, tried and tested programme before they bid for the funding.

Mr Downes advised that the Cadet+ scheme was monitored centrally by him but the recruitment of cadets at the community fire stations was down to the staff members. Mr Bywater advised that not all stations did the scheme as it was based upon need. They would consider other areas going forward. He advised that people did use to love the old cadets scheme but it was limited on the outcomes with people expected to obtain a job within the fire service.

Members thanked the officers for their interesting report and were very impressed with the Cadets+ scheme.

Members expressed an interest in visiting a Cadet+ course. Mr Downes advised that he would make Members aware of the dates of future courses.

Members congratulated Harry Allcock in the progress that he had made.

27. **RESOLVED** – That the Cadet + overview and update be noted.

(b) That arrangements be made for Members to visit a Cadet+ course, possibly in Hanley.

Interim Quantitative 6 Month Update of the Impact of Safe and Well Visits (Schedule 6)

28. Mr Bywater presented the report to Members which advised on the long recognised importance of prevention work and the need to keep people safe in their own homes. Approximately 25,000 to 30,000 home visits were carried out each year.

Safe and Well visits were an extension of the Home Fire Risk Check visit carried out by Fire and Rescue staff and volunteers. By focusing on health risks as well as just fire, and referring residents to other agencies, the visits could have a much bigger impact including tackling some of the root-causes which lead to fire deaths.

Following a successful pilot, the details of which were set out in the background section of the report, SFRS began to roll-out the Safe and Well visit concept across the Service in December 2016, and this was embedded by January 2017. This report provided a quantitative six month summary of the Safe and Well visits carried out between the date period of 02 January 2017 – 31 July 2017. During this period service staff, volunteers and partner agencies had completed 14,788 Safe and Well visits, with all properties receiving safety advice, wider wellbeing support and the fitment of appropriate equipment. The aim was to complete 25,000 Safe and Well visits this year.

The total number of Safe & Well were depicted in a graph contained within the report. There has been a reduction in the overall number of visits completed, however the focus was on the quality of the visit and it is accepted that the Safe & Well visit took longer to complete. Central Prevent and Protect would monitor this to make sure the focus does not fade and to confirm whether any member of staff require further training. The below data focused on the 'outcome' measures from these visits:

894 of these properties (6.14%) were identified for further support for 1,566 reasons, i.e. one property may have been referred on for several reasons such as a fall referral and smoking cessation.

486 of those referrals were for internal services namely an extended or follow-up fire safety visit, a referral to our specialist hard of hearing/deaf technicians or a request for domestic sprinkler/suppression assessment.

Initial intelligence showed that the top reasons for referrals were mobility, falls and frailty (366), hearing (320), assessment of need (145), hoarding/housing issues (174), telecare/care call (138) and cognitive impairment and dementia (89).

As part of the new approach following a referral the Community Advice Team would contact the partner agency for an update on the identified individual/household to establish the positive impact that the initial intervention had on the occupier. The Service had never previously monitored if the visit had done any good. There was a 30 day period in between referral and follow up to allow for contact to be made. This currently stood at approximately 10% of the externally referred households.

For this period, partner feedback from these referrals showed that 64% of the externally referred households received additional support. This support included provision of advice

(147), practical help or equipment fitted (105), care package implemented (53). This showed fantastic direct outcomes from these visits, which should greatly improve individual circumstance and pressures of acute services.

It did however highlight a difficulty with contacting partner agencies for feedback and the subsequent waiting times/delays that they experience due to capacity. The Service was continuing to explore this process and work closely with partners to manage expectations and ultimately to place the individuals at the centre of the joined up approach.

As part of this process the Service had been able to capture some case studies, which were then fed back to the local staff to show the difference that they make towards improving people's lives.

Most recently an elderly man was referred to Age UK after a concerning visit. He has now had two handrails fitted in his kitchen and receives weekly visits from community nurses. The Service was still working with him and making referrals for financial support.

The Service also recently referred a resident to Staffordshire Cares after concerns were raised around her vision. Since then she has had visual assessments and is in the process of having several adaptations to her property to support her day to day life.

Another example was an elderly lady who was visited by firefighters during the Safe and Well pilots. When they arrived she was wearing a number of jumpers and coats, her house was cold, she was using candles to light her rooms and she seemed quite down about life in general. She also explained that she owed thousands of pounds in overpaid benefits and this was clearly impacting on her life. Not only were her decisions placing her at risk from a fire but she was also at risk of falling over at home, becoming socially isolated and potentially becoming depressed. By working with partners, SFRS had been able to help this lady in so many more ways than just those related to being safe from fire in her home.

Mr Bywater advised that there were issues facing certain members of the public which made them susceptible for fires eg mobility issues. He was pleased that the Service was closely monitoring the outcomes and was liaising with partners about what was working ie with regard to care packages.

Mrs Banks had been present when a Safe and Well visit was undertaken and commented how involved they were compared to the Home Fire Risk Checks. She advised Members to speak to their Service Delivery Group lead officer if they were interested in attending a Safe and Well Visit.

Mr Cooper enquired whether a DVD could be made on this, as this could be shared with attendees at a local community centre and at sheltered accommodation that he was involved with. The showing of this type of DVD with an explanation would make the residents feel more comfortable. If arrangements were made with the local fire station they could have an audience of 20 to 30 people.

Mr Bywater advised that they had produced a DVD for staff on this matter.

Mrs Banks advised that Members could speak to their Service Delivery Group Lead officers. Officers had training on "loneliness" which was quite involved. Mr Cooper gave an example of a resident being lonely in care and he had raised the issue to ensure that resident joined in.

Mr Bywater gave an example of how crews talked about a range of issues and delved a bit more to put the public on the right path re paying bills etc. Issues around loneliness would come out during the visit.

29. **RESOLVED** – That the report be noted.

(b) That the Committee supported the current Safe and Well approach to provide an individual and fit-for-purpose service to every member of the community.

Response Standards

30. Mr Hyde advised that he would be bringing a report to a future meeting of the Committee as work was currently ongoing with regard to Response Standards. The Service was looking at the time from receipt of the 999 call to the arrival of the appliance. The response times for the Service to life risk incidents are 8 minutes for high risk, 10 minutes for medium risk and 18 minutes for low risk. The Service was looking at the time taken and was working to reduce this. The current response time posed questions around, was the Service mobilising wholetime rather than retained appliances, were fire control mobilising the nearest resource, were the assumptions made by system ensuring that the nearest appliance was sent, were the assumptions on the average speeds on particular roads correct etc. He advised that this was a large piece of work which would be undertaken over the next two months. He advised that over the last 10 to 12 years there had been an increase in traffic which did effect response times.

A Member enquired as to whether the Service was aware of road works and the possible delays that these would pose for appliances and whether these were factored into the system. Mr Hyde advised that all Emergency Services were made aware of impending road works and these were factored in. He referred to a recent incident where the river bridge was closed in Burton upon Trent and temporary arrangements were made for an appliance to respond from Swadlincote.

Members looked forward to the report which they thought would make interesting reading.

31. **RESOLVED** – (a) That the verbal update on Response Standards be noted.

(b) That a report on Response Standards be brought to the next meeting.

Items for Future meetings

32. Members held a discussion on possible future items for scrutiny. Mrs Banks reminded Members that they could refer items from other committees for additional scrutiny. The Scrutiny and Performance Committee could provide help to the Service and other Committees by giving additional scrutiny to an item.

Mr Hyde advised that very shortly they would be trialling having just one lead officer for the East and Western Service Delivery Groups and one prevention lead officer. This would release Mr Dermot Hogan and Mr David Steele to carry out Business Transformation work. The Service needed to reduce its Budget by £1.8m. Mr Hyde advised that he could bring a Work Programme Overview to the next meeting.

Following discussions Members concurred that the following items be brought to future meetings of the Scrutiny and Performance Committee:-

6 December 2017	Response Standards
	Business Transformation Team – Work Programme Overview
	Fitting of Domestic Sprinklers – This is an Item that the Service Improvement and Equality Committee suggested that the Scrutiny and Performance Committee may wish to look at.
Future Items date not yet specified	Impact of the Safe and Well Visits (early 2018)
	Outcomes of the EXIT Programme once the University of Exeter report is received

Date of next Meeting

33. Members were advised that the next meeting of the Committee was scheduled to be held on Wednesday 6 December 2017 at 2.15 pm.

Exclusion of the Public

Upon the motion of the Chairman it was:

34. **RESOLVED** - “That the public be excluded from the meeting for the following items of business which involved the likely disclosure of exempt information as defined in the paragraphs of Part I of Schedule 12A of the Local Government Act 1972 indicated below”.

PART TWO

Exempt Minutes of the Meeting held on 11 July 2017 (exemption paragraph 2)

35. **RESOLVED** – That the Exempt Minutes of the Meeting held on 11 July 2017 be confirmed and signed by the Chairman.

CHAIRMAN