

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

5 NOVEMBER 2012

1. **AN ANALYSIS OF PROGRESS OF CORPORATE
PERFORMANCE AGAINST 'THE PLAN' – QUARTER ONE
2012/2013**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Committee notes the status of the Service's key Performance Indicators in the first quarter of 2012/13 (Appendix 1).
- 1.2 THAT the Committee notes the progress made in delivering the ten strategic objectives contained in 'The Plan' 2011/2015 (Appendix 1).
- 1.3 THAT the Committee notes the Programmes and Projects update for the first quarter of 2012/13 (Appendix 2).
- 1.4 THAT the Committee notes the Corporate Risk update for the first quarter of 2012/13.
- 1.5 THAT the Committee notes the changes to the Performance Summary Sheets – Appendix 1.

2. **PURPOSE OF REPORT**

This report is submitted to provide the Committee with an analysis of the organisation's performance against 'The Plan' for 2012/13.

3. **BACKGROUND**

- 3.1 The first Corporate Performance Review Meeting of 2012/13 took place on 1 August 2012. This quarterly meeting which is attended by the Chair of the Scrutiny Committee, Corporate Board and Strategic Managers provides a joined up method of managing performance and for providing assurance around the ongoing performance of 'The Plan'.

Performance Indicators:

- 3.2 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 West Midlands safer and manage the resources allocated to this work. The Service is improving and meeting targets across a range of indicators.
- 3.3 Appendix 1 details performance against our:
- Operational Performance Indicators
 - Health and Safety Performance Indicators
 - Human Resources Performance Indicators
 - Strategic Objectives as outlined in 'The Plan' and milestones due for completion within the first quarter of 2012/13.

3.4 Operational Performance Indicators

There is one area where performance is below target, (PI 5) the number of accidental fires in non-domestic premises.

3.5 Health and Safety Performance Indicators

The total number of injuries is on target for this quarter.

3.6 Human Resources Performance Indicators

Performance is below target for: The percentage of staff from ethnic minority communities (PI 23), and the percentage of employees with a disability (PI 19). However, performance is improving towards meeting our target for: the average number of working days/shifts lost due to sickness - non uniformed and Fire Control staff (PI 27), the percentage of women firefighters (PI 20) and the average number of working days/shifts lost due to sickness – all staff (PI 28).

Performance is meeting or exceeding our target for PI 26, the average number of working days/shifts lost due to sickness – wholetime, uniformed (Excluding Fire Control).

3.7 Strategic Objectives

Nine of the ten corporate action plans are currently meeting the PI target/plan expectations. One of the plans is exceeding PI targets/plan expectations – Arson and Anti Social Behaviour. Full details can be found in Appendix 1.

Programmes and Projects:

3.8 Appendix 2 provides an update of progress against existing Programmes and Projects.

The Building upon Success Programme is currently behind schedule; however the four projects which form part of this programme are on schedule. More details can be found in Appendix 2.

Corporate Risk:

3.9 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.

- 3.10 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.
- 3.11 Following review of the relevant risk items, the risk rating level for all risks remains unchanged at 'Medium'.
- 3.12 A report of progress against our Corporate Risks is reported separately to the Audit Committee.

4. **EQUALITY IMPACT ASSESSMENT**

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

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**

- 6.1 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 2012/2013 budget setting process which established a total budget requirement of £111.262 million. As at the end of June 2012 actual expenditure was £27.9 million compared to a profiled budget of £28.3 million resulting in a £0.4 million under spend. Based on Best Value Accounting Code of Practice the estimated cost of staff engaged in prevention work, including an element for watch based firefighters for 2012/2013 is £18.4 million.

- 6.2 The cost of delivering services which contribute to the performance achievements comprise goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch based staff that provide emergency response as well as prevention services.
- 6.3 The full year budget for smoke alarms and other supporting materials in 2012/2013 is £355,800. Actual expenditure as at the end of June 2012 was £43,500. Forecast expenditure for 2012/2013 is in line with the full year budget.

BACKGROUND PAPERS

'The Plan 2012-15'

Strategic Objectives – Level 2 action plans

Corporate action plan updates

Corporate Risk 'Position Statements'

13 February 2012/13 Budget Setting Authority Paper

VIJ RANDENIYA
CHIEF FIRE OFFICER

APPENDIX 1

Vulnerable People PERFORMANCE SUMMARY 2012/2013

Corporate Objective: Vulnerable People Plan Lead: Steve Vincent/Phil Loach
Overall Assessment of Performance: Performance is meeting the PI target/plan targets

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
PI 1 The number of accidental fires in dwellings – MEETING TARGET				
1792 / 1877	1783 / 1889	1832 / 1773	1800	410
PI 2 Injuries from accidental fires in dwellings (Taken to hospital for treatment) - MEETING TARGET				
118 / 99	89 / 95	91 / 77	87	9
PI 3 The number of deaths from accidental fires in dwellings - MEETING TARGET				
16	11	18	N/A	0
2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13 Points	Actual to date 2012/13 Points
PI 13 The number of Home Safety Checks conducted by the Brigade – NOT MET TARGET				
40,000 / 26,879	40,000 / 40,908	40,000 / 33,592	150,000 Points	14,855.57 Points
PI 14 The percentage of HSCs delivered to those at high risk				
64.7%	65.6%	68.1%		

Performance Indicator summary:	<ul style="list-style-type: none"> Year to date against period in previous year: Reason for decrease/increase: <p>PI 1 Q1 2012 shows a decrease of 7% (30 fires) compared to Q1 2011. There has been no significant change in the causes of the fires: the main cause still remains cooking fire but there has been a reduction of 4% between Q1 2011/12 & Q1 2012/13 in the number of smoking related cause of fire.</p> <p>PI 2 There was 9 accidental dwelling fire injuries in Q1 – 2012/13 compared to 18 in Q1 2011/12. The target for 2011/2 was to have no more than 91 at accidental dwelling fires this was exceeded with an 18.9% reduction. In 2012/3 4 of the 9 injuries occur at fires caused by Cooking -</p>
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	<p>chip pan / fat pan left on or unattended. There are no significant problem areas with the injuries evenly spread across all the boroughs. By constantly targeting the most vulnerable people in our communities we recognise that we will have a greater impact on injuries. Vulnerable people may still have fires but the information given and safety equipment fitted will allow them to safely escape from those fires.</p> <p>PI 3- There were no fire deaths at accidental dwelling fires in the last three months compared to 5 in Q1 2011/12</p> <ul style="list-style-type: none"> Action taken or to be taken to address performance (links to level 2 plan commentary): Issues/risks
<p>Level 2 action plan summary: (no more than 200 words)</p>	<p>Progress</p> <ul style="list-style-type: none"> Expectations of the average points scores are being re evaluated due to lower than expected numbers being generated per Home Safety Checks (HSCs). Campaigns coordinator and Peer Support roles are in place working around the level 2 plan. Commands engaging with Partners which is producing an increase HSCs generated by referral processes and going through the Contact Centre. Serious Incident Review process is progressing with an activity assistant based workbook expected Aug 2012. Community Safety and Coventry Command on task and finish group with key partners from Safeguarding to enable more high risk referrals. This will impact on engagement with Care Providers and Safeguarding Boards across WMFS. 5,176 HSCs have been completed over this quarter. Reduced figure in comparison to 2010/11 the targeting of those groups most at risk has continued to deliver above the predicted reductions. 5 % of the quarterly target for HSCs quality assured and recipients of service consulted has been achieved by the contact centre. The actual figured achieved was 9.58% <p>What needs to change/planned activity</p> <ul style="list-style-type: none"> Task and finish group set up July 12 to address issues around HSCs and points to reflect risk. Community Fire Safety (CFS) to make amendments. <p>Safeguarding work to be disseminated to Operations Commanders to share best practice</p>
<p>Risk:</p>	<ul style="list-style-type: none"> Financial and service delivery risks remain unaffected. Information Communication & Technology (ICT) issues have prevented effective data collection through reports. Regular update meetings are held between CFS and ICT to improve this situation.
<p>What support/action is required?</p>	<ul style="list-style-type: none"> As more effective engagement grows with partners around Vulnerable Persons Officers and referrals, more pressure will be placed on budgets to allow effective work. Support from the group may assist prioritisation with ICT that supports this. Support for ongoing Safeguarding engagement across WMFS will be necessary.

Advise & Enforce
PERFORMANCE SUMMARY
2012/2013

Corporate Objective: Advise & Enforce
Plan Lead: Mark Harper/Dave Walton
Overall Assessment of Performance: Performance is meeting the PI target/plan targets

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
PI 5 The number of accidental fires in non-domestic premises – BELOW TARGET				
611 / 696	696 / 651	638 / 631	607	179
PI 11 The number of false alarm calls due to fire alarm equipment in non-domestic premises – MEETING TARGET				
5899 / 6809	6537 / 6545	No Target / 3301	3301	762
Performance Indicator summary:	<p>PI 5 -There has been an increase 12.6% in the number of accidental fires in non-domestic premises in Q1 2012/13 compared to Q1 2011/12. The accidental fires occurred in a wide variety of types of non-domestic premises. Most commonly residential buildings (not dwellings), such as old peoples home and student halls of residence; shops, pubs, cafes and restaurants. There has also been an increase in Manufacturing / Industrial Premises such as factories from 19 in Q1 2011 to 33 in Q1 2012. There has been a slight decrease in the accidental fires in non-domestic premises caused by cooking, electrical lighting & smoking related but an increase from 16% to 24% by electricity supply and wiring.</p> <p>PI 11 has shown a steady decrease in numbers.</p>			
Level 2 action plan summary: (no more than 200 words)	<p>Good progress has been maintained in relation to the review of the Local Housing Protocol, this review was prompted by a fire death and a dispute that developed over legal primacy. The existing protocol that was originally used was found to be aspirational in nature and not at all practical to use. During the review it was determined that any protocol should suit our needs and be fit for all of the Local Housing Authorities. The internal review of the protocol was completed on time and external engagement is well underway within the Delivery Areas. At the request of other housing providers, a joint meeting has been arranged for late July to discuss the protocol and its intended outcomes – this work will continue to progress during quarter 2.</p> <p>All key policies and procedures have now been reviewed and an exemplar identified around which all others will now be modelled; the final updates on the planning and engineering document are awaited (delays caused by staff absenteeism and commercial influences).</p> <p>A memorandum of understanding relating to our approach to multi agency activity has been produced in draft format and is now the subject of both internal and external consultation.</p>			

Risk:	<p>The previously escalating risk associated with competing demands has stabilised for the time being, although this has resulted in some delay in delivering the milestones to the previously identified timescales. Resources have been re-directed to support work associated with BuS (Admin Review, Stop Make Buy Ally, Location Independent Working), Operational Assessment, High Rise Site Risk Survey etc; as a consequence some slippage on previously identified target dates for milestone completion are being incorporated into a revision of the L2 plan. Significant resource has also been directed towards recruitment into Fire Safety with interviews having been completed in early July; completion of this and ongoing staff development will assist in the management of the relevant corporate risk.</p>
What support/action is required?	<p>The ongoing support of ICT is required to support the delivery of the new Risk Based Inspection Programme during Q2. Other than this, Fire Safety will continue to work towards the completion of all previously identified milestones.</p>

Arson and Anti Social Behaviour
PERFORMANCE SUMMARY
2012/13

Corporate Objective: Arson & Anti Social Behaviour (ASB)
Plan Lead: Mac McGregor/Phil Loach
Overall Assessment of Performance: Performance is meeting the PI/plan targets

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
PI 4 The number of arson fires in dwellings – MEETING TARGET				
477/398	378/404	404/361	376	59
PI 6 The number of arson fires in non-domestic premises – MEETING TARGET				
242/280	280/223	221/273	259	45
PI 7 The number of arson vehicle fires – MEETING TARGET				
1377/1096	1096/983	963/811	771	131
PI 8 The number of arson rubbish fires – MEETING TARGET				
4337/4398	4266/4098	4016/4286	4218	666
PI 12 The number of arson fires in derelict buildings – MEETING TARGET				
418	326	289	272	67

Performance Indicator (PI) summary:	<ul style="list-style-type: none"> - PI 4 Reduction of 46.4% over previous 3 year average, target Year to Date (YTD) 108, Actual 59. - PI 6 Reduction of 44.4% over previous 3 year average, target YTD 81, Actual 45. - PI 7 Reduction of 52.4% over previous 3 year average, target YTD 221, Actual 131. - PI 8 Reduction of 51.5% over previous 3 year average, target YTD 1360, Actual 666. - Arson Fire in Derelict Buildings Reduction of 51.8% over previous 3 year average, target YTD 109, Actual 67. <p>PI 4 – Targeted activities through local partnerships continue to promote multi agency initiatives however it must be recognised that the current weather conditions may be a significant contributory factor.</p> <p>PI 6 – Localised partnership activities continue to target this performance indicator using commercial hot strike interventions and distribution of the new Keep Your Business In Business (KYBIB), again the effect of weather conditions can not be ruled out for this PI.</p> <p>PI 7 – The number of arson vehicle fires continues to reduce due to the</p>
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	<p>excellent work being undertaken through localised Partnership activities, however the impact of the recent weather conditions and price of metal can not be ruled out as a significant contributory factor for this PI.</p> <p>PI 8 – Localised partnership activities continue to impact on this PI, however excessive rainfall throughout this quarter is believed to have had a significant impact on the number of Arson Rubbish fires.</p> <p>Arson fires in derelict buildings – Low numbers of arson fires in derelict buildings have been attended since July 2010. These reductions coincide with the introduction of referral systems across the brigade.</p> <p>No action required to address performance due to the outstanding outcomes achieved in this quarter.</p> <p>Risks / threats are generalised under the following headings:-</p> <ul style="list-style-type: none"> - External Economy - Internal Capacity - External (partnership) Capacity - Political and Legislative Change - Social Issues - Potential Increases in Criminal Activity.
<p>Level 2 action plan summary: (no more than 200 words)</p>	<p>The 'effectiveness of referral protocols' evaluation is progressing.</p> <p>Work has been completed on the specification for an Information Technology (IT) workbook.</p> <p>A Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) analysis have been undertaken.</p> <p>Partnership activities continue to be managed across the brigade, ensuring a flexible approach is employed to target Prevention Based Activity (PBA).</p> <p>A fully integrated reporting process is now established with Statistics, Arson Task Force and Operational Command leads.</p> <p>No changes required at present.</p> <p>Look forward (next 3-6 months):</p> <p>Implementation of significant findings from the SWOT & PESTLE analysis into the level 2 plan</p> <p>Initial analysis regarding the effectiveness of localised referral schemes to be completed.</p> <p>Implementation of a brigade workbook for arson prevention referrals.</p>
<p>Risk:</p>	<p>Changes to Arson Task Force (ATF) are being managed by the Community Fire Safety (CFS) Team.</p>

	<p>Due to the small number of incidents, less data is collected regarding arson fires in dwellings than accidental fires, therefore less intelligence lead information is available to operational personnel which makes the targeting of specific interventions difficult to undertake.</p> <p>No changes to risks</p> <p>Failure to control arson will impact on our corporate risk as it may damage the reputation of the Brigade, we may be considered as failing in our duties as defined by The National Framework and our Plan to deliver against those expectations.</p>
What support/action is required?	<p>Time and commitment of Information and Communication Technology (ICT) team for the implementation of an IT workbook for arson prevention referrals</p> <p>CFS team to establish clear expectations and new working practices of the ATF in order to maintain high standards achieved over recent years.</p>

Dealing Effectively with Incidents
PERFORMANCE SUMMARY
2011/2012

Corporate Objective: Dealing Effectively with Incidents.
Plan Lead: Sarah Warnes/Phil Loach
Overall Assessment of Performance: Performance is meeting the PI /plan target

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
PI 19 The total number of injuries to all employees, all directorates inc visitors. BELOW TARGET				
202 / 238	214 / 191	172 / 158	35.5 142	36 (7 Ops direct)
PI 20 Total RIDDOR to all employees, all directorates inc visitors. MEETING TARGET				
No Target/13	No Target/14	No Target/19	18	4
1	5	6	4.5	4 (1 Ops direct)

Performance Indicator summary:	<ul style="list-style-type: none"> Both Pis for the first quarter have been achieved but as indicated in the “actual to date” column only 7 of PI 19 and 1 of PI 20 relate to Operations. The remaining figures relate to directorates outside operations. This has not formed a performance indicator in previous years with regards to the Level 2 Dealing Effectively With Incidents and is probably more appropriate under the People plan for performance management given the rationale above.
Level 2 action plan summary: (no more than 200 words)	<ul style="list-style-type: none"> Olympics- We will work with Technical and Operational support (ToPs) to complete Olympic planning and provide mutual assistance to other Fire and Rescue Services (FRS).- Completion of Communities and Local Government (CLG) assurance- .document. Completed. Debrief- We will complete 100% Operational Debrief following “triggered events” An electronic debrief workbook has been completed and this has been successfully rolled out across both Birmingham South and North. By August 2012 this will sit across the Brigade generating an item on officers in charge’s “to do list”. Risk based Ex schedule- We will exercise against identified Site Risk Survey (SRS) risks, themes from Operational intelligence, thematic Arrive to perform (A2P) scenarios, Local Resilience Forum (LRF) risks and neighbouring brigade risk where applicable- The guidance has been updated to reiterate the roles and responsibilities of Operations Director, Area Commander,

	<p>Station Commander, Watch Commander, Fire Control and Command Group. Key updates include Work Place Assessment of individual performance at every level regarding planning and quality assurance of the exercise. There is additional emphasis placed on the role of the Station Commander to define the rationale for exercises, to robustly quality assure the plan four weeks before the exercise date and be responsible for its delivery. More emphasis given to the Exercise Schedule and its contents at Operations Commander meetings has had a positive effect on the quality of some exercises. 100% debrief completion of exercises – although this is not evident from viewing the schedule.</p> <ul style="list-style-type: none"> • Command Competence. – We will work with Command grps and academy to ensure attendance at Command Development Centre (CDC) to exercise against team or individual development needs to; deal effectively with incidents and participation in “no notice exercises” Command groups attend as per Area Commander (AC) guidance and individual needs booked through Global Training Centre (GTC) for Minerva and Hydra. Four “no notice” exercises have so far been completed with an ever increasing degree of complexity and challenge. • Operational Competence- We will review via Performance Review of Command (PRC) attendance, WM7 or EFSM 2 to identify team or individual needs and feedback to Comm Grp Area Commanders and also embed a culture and evidence participation in all forms of competitions- To date PRC officers are reporting against candidates at both operational incidents and simulations but definable data is not currently available. Competitions are moving forward well with Breathing Apparatus (BA), Road Traffic Collision (RTC), Working at Heights(WAH), TRAUMA management completed in May 2012 at Academy and a cooking competition scheduled for Sept 2012 across Commands. • A2P- FFs- Stn Comms will ensure based on self identified development needs: across a range of activities, attendance for A2P. A2P attendance in general is not challenging the capacity of the Academy but Melio evidences and Continual professional development (CPD) verification has captured, where gaps in naturally occurring evidence is lacking that simulations via A2P across WM7 are closing the gap. <p style="text-align: center;">What needs to change and look forward?</p> <p>Debrief- On target, no changes required.</p> <p>Risk based Ex schedule- Lack of advanced planning occasionally leads to last minute ‘filler’ exercises that are of limited value. Lack of complete information on the proforma within the schedule does not aid robust quality assurance of the exercise.</p> <p>Command competence- Maintenance of current level at the CDC and ensuring through no notice exercise that the challenge of ensuring a Principal Officer (PO) attends and needs to take command of an incident is realised through spans of control and complexity.</p>
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	<p>Ops Competence- PRC data is currently not complete and this may be due to the fact that reports are only sent to candidate and line manager. This needs to be discussed with ToPs to ensure generic learning from PRC is feedback via debrief where general issues exist.</p> <p>A2P- Maintenance of current levels of attendance, with a view to developing further enhancements for simulations with increasing complexity.</p>
Risk:	<p>Olympics legacy- Emergency plans for sports grounds need to be actioned in accordance with the Guide to safety at Sports Ground. Currently there is no multi agency approach to this.</p> <p>Debrief- On target, no changes required.</p> <p>Risk based Ex schedule- Work Place Assessment of Station Commanders by Operations Commanders, to ensure competent performance against objectives. There is a capacity risk for some Station Commanders who are having to work on the Bus programme. A risk is that the present momentum will be lost again.</p> <p>Command competence- Level of operational activity means that simulations must develop further to ensure competence in all area based on individual need.</p> <p>A2P- A slowing of development in the area of A2P would restrict people's development as they become familiar with the current scenarios.</p>
What support/action is required?	<p>Olympic Legacy- ToPs to work with multi agency to provide emergency plans detailed above. Sec 3.20 Guide to safety at Sports Ground 5th Edition.2008</p> <p>Ops Competence- Change in reporting lines to incorporate ToPs for data return for PRC reporting lines.</p> <p>Tops L2 Plan- The level 2 DeWi plan should comprise 2 parts, Pt 1 Ops and Pt 2 ToPs to work collaboratively and achieve the objective. Currently there appears to be no ToPs element to the DeWi plan for 2012-13. This will make completion of the overall objective as we move towards quarter 2/3/4 difficult to achieve.</p>

Environment
PERFORMANCE SUMMARY
2012/2013

Corporate Objective: Environment
Plan Lead: Mark Harper/Dave Walton
Overall Assessment of Performance: Performance is meeting the PI /plan target

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
PI 21 To reduce our carbon emissions				
No Target / 12,021	9016 / 9336	9016 / 8533	9016	Annual Measurement
PI 22a To reduce gas use on all sites (Mwh mega watt hours)				
No Target / 21,201	17,864 / 14,855	18,407 / 13,592	16,106 (Reduce usage 5% per site per annum)	3,258 (See separate commentary)
PI 22b To reduce electricity use all sites (Mwh mega watt hours)				
No Target / 7,154	6,310 / 7,211	6,356 / 6,497	6,250 (Reduce usage 10% per site per annum)	1,257 (See separate commentary)
Performance Indicator summary:		<p>PI21 The Carbon Foot Print is only calculated once a year due to the large amount of data required, in 2011/12 our carbon footprint reduced. A number of awareness interventions supported this decrease.</p> <p>Note: PI22a&b The target is based on a 3 year rolling average. In years 1 & 2 there are some inaccurate meter readings which do affect the performance. These have been taken into account. Automatic meter readers were installed in 2011/12 hence the data is now as accurate as it can be.</p> <p>PI22a Gas use: Gas use on station is mainly room heating and cooking. Estates control most sites heating. The first quarter of 2012 has been significantly colder than previous years and therefore not many sites managed a reduction in gas use.</p> <ul style="list-style-type: none"> • 10 sites (23%) managed to reduce gas usage. • The average reduction was by 20%. • The range of reduction was 4% to 44%. <p>Some sites had heating changed from oil to gas and hence as expected there was a significant increase for these sites.</p> <p>30 sites (68%) increased the gas usage.</p> <ul style="list-style-type: none"> • The average increase was 36%. • The range of increase was 1% to 245%. • The Academy Annex showed an increase of 245% and this needs to be further examined. The April and May gas usage was approx 		

	<p>20Mwh per month. Previous years it was only 3Mwh. One explanation is the much colder months of April & May this year. A further point is that the ceiling mounted garage heaters appear not to be able to be controlled. These are currently being looked at by a maintenance contractor.</p> <p>PI22b Electricity use: Electricity use is mainly lighting and electrical items like battery chargers, computers on sites; hence sites have good control over the usage.</p> <ul style="list-style-type: none"> • 22 sites (50%) showed a reduction in electricity usage in the first quarter. • The average reduction in electricity usage was 8%. • The range of reduction was 2% to 41%. <p>Smethwick continues to excel in reducing yet further their gas and electricity usage. Other sites that have managed to reduce both gas and electricity usage are; Kings Norton, Fallings Park, Sutton Coldfield and Willenhall.</p>
<p>Level 2 action plan summary: (no more than 200 words)</p>	<p>Photovoltaic panels are being installed to reduce electricity consumption and to generate an income from the feed in tariffs.</p> <p>The first two photovoltaic sites have been registered for the Feed In Tariff (income generation for: HQ and Safeside). Technical Rescue Unit should be registered by 25th July 2012.</p> <p>Bournbrook will be commissioned on 27th July with the aim to register this before 1st August when the FIT tariff reduces in price and goes down to 20yrs from 25.</p> <ul style="list-style-type: none"> • What needs to change <p>Need to reintroduce the carbon board meeting programme to maintain momentum</p>
<p>Risk:</p>	<ul style="list-style-type: none"> • A reduction in electricity usage on all sites is important this year as it may result in us entering the governments Carbon Reduction Commitment Energy Efficiency Scheme (CRCEES). • If WMFS have to participate in this scheme, it could initially cost the Service approximately £47,000 depending upon electricity usage.
<p>What support/action is required?</p>	<p>To ensure all site managers are aware of and try to reduce electricity use on sites especially with the pending CRCEES.</p>

Leadership
PERFORMANCE SUMMARY
2011/2012

Corporate Objective: Innovative, Creative and Accountable Leadership
Plan Lead: Preith Shergill & Tony Prosser/David Johnson
Overall Assessment of Performance: Performance is meeting the PI/plan target

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
HR PI 26 The average number of working days/shifts lost due to sickness (uniformed staff) MEETING TARGET				
5.5 / 5.5	5.5 / 5.5	5.5 / 4.7	4.7	1.0
HR PI 27 The average number of working days/shifts lost due to sickness (non uniformed staff & Fire Control) – MEETING TARGET				
5.5 / 9.3	5.5 / 9.4	5.5 / 10.3	9.3	2.2
HR PI 28 The average number of working days/shifts lost due to sickness (all staff) – MEETING TARGET				
5.5 / 6.3	5.5 / 6.5	5.5 / 6.0	5.8	1.3

Performance Indicator summary:	<ul style="list-style-type: none"> The sickness levels for uniformed employees has been consistently reducing for the last two years superseding the target set of 5.5; with this in mind this years target has been stretched and progress in on target. In contrast the sickness levels amongst support staff has been increasing over the last few years; the reasons for this can be the impact of change over the last few years amongst support staff. Overall sickness levels for the organisation has gradually been reducing since 2009/2010 towards its target of 5.5 days; it would appear the aggregate figures amongst both support and uniform staff balance things out.
Level 2 action plan summary: (no more than 200 words)	<p>Develop policy & processes to mitigate against compulsory redundancy / Minimise compulsory redundancies.</p> <p>Process of transferred redundancy (bumping) trialled with support staff under notice of redundancy, process implemented in line with the 3R's policy. Currently updating internal procedures to incorporate into 'normal' business.</p> <p>'At risk' employees are being notified of all vacancies (at existing grade or below) and given priority before general advertisement. 'At risk' Uniformed employees (medical) and support staff have been redeployed into alternative positions.</p>

	<p>Clear and transparent path for progression Uniformed progression model in draft form, further discussion with stakeholders is taking place. Development modules identified in draft for each level / role to support ongoing development and accelerated progression.</p> <p>Develop career progression model(s) fit for the needs of each Directorate. (Support Staff) Work scheduled to develop a support staff progression model in line with IPDS principles. Links to the uniformed progression model identified and development will ensure a consistent approach. A working group for stakeholder engagement will be set up. Work has begun on a rating system against the support staff behavioural framework to support the assessment of potential.</p> <p>Consistent and sustained approach to upskilling and enhancement of an employee's ability to gain alternative employment. Close links established with Birmingham City Council and Unison for the delivery of a range workshop's designed to support redeployment and career transition. Workshops have been attended by support staff and feedback obtained.</p> <p>Sophisticated understanding of E&D amongst Managers and Employees</p> <ul style="list-style-type: none"> Continued support with developing management competency with making E&D considerations through Equality Impact Assessments (EIA). Over 200 Core values sessions have been undertaken since 2010, with less than 10% of workforce remaining to undertake Core values, reduced from 23% in January. Continue to provide bespoke support to managers through coaching approach as well as action learning sets, such as EIA training & dignity at work. <p>Upcoming</p> <ul style="list-style-type: none"> International Search and Rescue (ISAR) cultural awareness course delivery. Equality Act & Recruitment & Selection training for Station Commanders <p>Equality Excellence Framework</p> <ul style="list-style-type: none"> Continued actions taken to improve our performance against the Equality Framework, including the Authorities Scrutiny Committee's role in monitoring and reviewing E&D outcomes. <p>ACUA Leadership Capability Course The course has received further support for it to continue into 2013. The course has successfully managed to attract and support individuals at middle management levels and to support them in their leadership capability.</p>
Risk:	<ul style="list-style-type: none"> None identified.
What support/action	

is required?	
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Organisational Development
PERFORMANCE SUMMARY
2011/2012

Corporate Objective: Organisational Development
Plan Lead: Preith Shergill & Tony Prosser/David Johnson
Overall Assessment of Performance: Performance is meeting the PI/plan target

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
HR PI 26 The average number of working days/shifts lost due to sickness (uniformed staff) MEETING TARGET				
5.5 / 5.5	5.5 / 5.5	5.5 / 4.7	4.7	1.0
HR PI 27 The average number of working days/shifts lost due to sickness (non uniformed staff & Fire Control) – MEETING TARGET				
5.5 / 9.3	5.5 / 9.4	5.5 / 10.3	9.3	2.2
HR PI 28 The average number of working days/shifts lost due to sickness (all staff) – MEETING TARGET				
5.5 / 6.3	5.5 / 6.5	5.5 / 6.0	5.8	1.3

Performance Indicator summary:	<ul style="list-style-type: none"> The sickness levels for uniformed employees has been consistently reducing for the last two years superseding the target set of 5.5; with this in mind this years target has been stretched and progress in on target. In contrast the sickness levels amongst support staff has been increasing over the last few years; the reasons for this can be the impact of change over the last few years amongst support staff. Overall sickness levels for the organisation has gradually been reducing since 2009/2010 towards its target of 5.5 days; it would appear the aggregate figures amongst both support and uniform staff balance things out.
Level 2 action plan summary: (no more than 200 words)	<p>1. To build people capacity to be more dynamic and responsive to change within the organisation</p> <p>The revised Employee Relations Framework was agreed at Joint Consultative Panel in January 2012 and the amendments noted at Authority in February 2012. Throughout implementation, the approach to consultation is reviewed continuously by Management with Trade Unions to ensure it remains fit for purpose to achieve Service</p>

	<p>objectives.</p> <p>Identification of gaps and surpluses between current and future workforce needs and Trends Review of staffing levels between operational watches completed, realignment of staff planned to address shortfalls on Blue and Red Watch. Identification of inflated levels of sickness on late shift, info passed to Ops. Analysis ongoing of future staffing levels and ridership factor in relation to BuS projects and implementation of BRV's. Outcome to inform the implementation of succession planning models.</p> <p>Re-alignment of responsibility to local managers for the movement of staff. An online Workbook has been developed by ICT which will allow line managers to move staff between positions, system not yet live but available on the development server. Toolkits to be developed to support line managers.</p> <ul style="list-style-type: none"> • Investors in People (IiP) standard achieved May 2012. Continuous Improvement Report received and formal feedback to Corporate Board by IiP Assessor to take place on 30th July 2012. • Commissioning and Evaluation framework accepted and documents in use. Framework brings stakeholders and directorate experts together for joint project working. • Next 3-6 months: <ul style="list-style-type: none"> • Meeting of Investors in People Steering Group to drive the Continuous Improvement Programme. • Carry through commissioning process to evaluation of learning and development activities in the workplace and feedback to STG ○ Organisation Development Framework standing order produced and consultation commenced.
Risk:	<p>Identification of gaps and surpluses between current and future workforce needs and Trends Continuing reduction in the number of riders. Consideration required of up-skilling uniformed support staff to provide contingency.</p> <p>Re-alignment of responsibility to local managers for the movement of staff. Some risks identified in relation to links to SMART and prioritisation by ICT which may delay delivery, Strategic Head of ICT aware.</p>
What support/action is required?	

Our people and the services we provide reflect the communities we serve
PERFORMANCE SUMMARY
2011/2012

Corporate Objective: Our people and the services we provide reflect the communities we serve Plan Lead: Preith Shergill/David Johnson
Overall Assessment of Performance: Performance is meeting the PI/plan target

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
HR PI 17 The percentage of uniformed employees with a disability – NOT MEETING TARGET				
2.5 / 1.9	2.5 / 2.0	2.5 / 2.2	2.5	2.2
HR PI 18 The percentage of non uniformed and Fire Control employees with a disability - NOT MEETING TARGET				
6.8 / 4.7	6.8 / 4.2	5.0 / 5.7	5.5	5.7
HR PI 19 The percentage of all employees with a disability - NOT MEETING TARGET				
3.6 / 2.5	3.6 / 2.6	3.56 / 3.1	3.6	3.1
HR PI 20 The percentage of women firefighters - NOT MEETING TARGET				
4.5 / 4.2	4.5 / 4.2	4.5 / 4.4	4.5	4.4
HR PI 21 The percentage of uniformed employees from ethnic minority communities - NOT MEETING TARGET				
12.5 / 13.0	12.5 / 12.9	13.0 / 12.6	13.0	12.6
HR PI 22 The percentage of non uniformed and Fire Control employees from ethnic minority communities - NOT MEETING TARGET				
15.5 / 15.9	15.5 / 20.2	22.0 / 18.0	22.0	17.9
HR PI 23 The number of all employees from ethnic minority communities - NOT MEETING TARGET				
13.0 / 13.8	13.0 / 14.8	15.0 / 14.0	14.7	14.0

Performance Indicator summary:	<ul style="list-style-type: none"> The Equality & Diversity (E&D) and recruitment campaign 'don't be a blank' saw a sudden increase in the number of people completing their returns around disability and this is the reason for
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	<p>the increase in numbers; rather than new people with disabilities being employed.</p> <ul style="list-style-type: none"> • The percentage increase in female firefighters has increased due to the overall pool of white male counterparts reducing due to retirement; rather than numbers of female firefighters increasing. The same would apply for the recent increase of Black Minority Ethnic (BME) uniform employees. • There is a decrease in the number of BME employees within support services between 2010 and 2012; a significant proportion of these were resignations rather than retirement or career breaks. This could indicate a risk with regard to the retention of BME staff.
<p>Level 2 action plan summary: (no more than 200 words)</p>	<p>Positive Action initiatives</p> <ul style="list-style-type: none"> • We have set up two Employee Forums: 'We are Women @ West Midlands Fire Service' and Asian Fire Service Association (AFSA) West Midlands Region. Both forums are forming their structures and objectives and are keen to work with the organisation to discuss and support employee engagement and addressing equality issues. • Over the next few months we envisage working with the groups to further develop our positive action initiatives so that they provide clear personal and professional development for employees. • The Equality Impact Assessment for BuS will also provide an overview of the specific E&D people related issues, if any, are emerging thus far. We will look further into the reasons and patterns and changes to the Human Resources indicators provided above. <p>Setting equality objectives as set out by the Equality Act</p> <ul style="list-style-type: none"> • The E&D Annual Report and objectives report clearly sets out our key equality priorities with regard to delivering services and employment. The report is currently with the Scrutiny Committee of the Authority. Once approved by authority this report will be made public and we will amend and report against the objectives. <p>A strategic approach to E&D to deliver better services to our communities:</p> <ul style="list-style-type: none"> • Delivery of the launch of 'The future Melting Pot', review of the riots from a youth perspective. Now linked into London Fire Brigade and AFSA event in September. • Wellbeing and Health agenda, exploring impact of health inequalities and opportunities for partnership work with third sector. • Our equality considerations with regard to targeting vulnerable people are outlined in the return for vulnerable people. <p>Corporate communications and interventions</p>

	<ul style="list-style-type: none"> • Birmingham Pride 2012 was well attended with WMFS as part of the parade. • Disability event: In partnership with the Police, 100 delegates attended with a range of workshops on disability issues. <p>Upcoming</p> <p>The national AFSA conference is being currently planned for November which will look at equality and diversity issues within the Fire and Rescue Service nationally; from a strategic and operational perspective. WMFS will platform a range of our initiatives including the work of Coventry Command with mental health issues and NEETs; work with an agency called COMBAT looking at addressing child trafficking, alongside positive action work such as the ACUA.</p>
Risk:	The current high levels of resignations within support services from BME employees clearly show a concern for the retention of BME employees within the service.
What support/action is required?	<p>If there is any good work that is happening which is related to E&D in service delivery, we would be keen to have the opportunity to showcase this at the AFSA conference. With the national FRS sector being present including CFO's and ACFO's alongside the Minister for Fire this is an event that we encourage senior managers to attend to gain a broader FRS perspective on E&D issues and how other services and sectors are moving forward.</p> <p>For senior leaders to encourage managers to support individuals in their attendance and involvement within the two employee forums that have been set up, one reason for non attendance that has been stated is the perceived fear of exclusion or negativity if individuals get involved. If this is not addressed then the forums will struggle to sustain.</p>

Recognised, Valued and Engaged Staff
PERFORMANCE SUMMARY
2011/2012

Corporate Objective: Recognised, Valued and Engaged Staff
Plan Lead: Preith Shergill & Tony Prosser/David Johnson
Overall Assessment of Performance: Performance is meeting the PI/plan target expectations

2009/10 Target/Actual	2010/11 Target/Actual	2011/12 Target/Actual	Target 2012/13	Actual to date 2012/13
HR PI 26 The average number of working days/shifts lost due to sickness (uniformed staff) MEETING TARGET				
5.5 / 5.5	5.5 / 5.5	5.5 / 4.7	4.7	1.0
HR PI 27 The average number of working days/shifts lost due to sickness (non uniformed staff & Fire Control) MEETING TARGET				
5.5 / 9.3	5.5 / 9.4	5.5 / 10.3	9.3	2.2
HR PI 28 The average number of working days/shifts lost due to sickness (all staff) MEETING TARGET				
5.5 / 6.3	5.5 / 6.5	5.5 / 6.0	5.8	1.3
2009/10 Actual	2010/11 Actual	2011/12 Actual	Target 2012/13	Actual to date 2012/13
PI 19 The total number of injuries – NOT MEETING TARGET				
202 / 238	214 / 191	172 / 158	142	36
PI 20 Total RIDDOR – MEETING TARGET				
No Target / 13	No Target / 14	No Target / 19	18	4

Performance Indicator summary:	<ul style="list-style-type: none"> The sickness levels for uniformed employees has been consistently reducing for the last two years superseding the target set of 5.5; with this in mind this years target has been stretched and progress in on target. In contrast the sickness levels amongst support staff has been increasing over the last few years; the reasons for this can be the impact of change over the last few years amongst support staff. Overall sickness levels for the organisation has gradually been reducing since 2009/2010 towards its target of 5.5 days; it would appear the aggregate figures amongst both support and uniform staff balance things out.
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<p>Level 2 action plan summary: (no more than 200 words)</p>	<p>1. Have reward and recognition packages A working group has been set up to review facilities and develop appropriate communications including ICT and Communications and a gap analysis of current provision has been undertaken.</p> <p>Phase 1 of IPDS for Green book employees (the new pay and grading model) has been implemented after fully consulting with employees and Trade Unions we are now progressing with stage 2 which is to fully implement IPDR for support employees. Work packages have been written and agreed with Work Package owners.</p> <p>2. Provide employment conditions and working patterns..... Consultation has taken place with Trade Unions and Representative Bodies and the Service to consider appropriate and necessary flexibilities. Work is currently taking place to look at other interdependencies across the Service/work packages.</p> <p>Occupational Health Clinical Governance Framework OH business plan and key performance indicators have been developed with a review of all policies and procedures. Internal audit of all medical files / reports is being undertaken. Triage training sessions scheduled for all Occupational Health staff.</p> <p>Health promotion initiatives Operational fitness assessment initiative has been launched. DVD produced and distributed to all stations. A rolling programme of fitness assessments for operational staff has commenced.</p> <p>Employee engagement Two 'you said we did' poster campaign have been successfully demonstrated the actions that have been taken across the service to engage employees with the 2011 Survey results. The stakeholder group is exploring new approaches to continue with engagement.</p> <p>Enabling our response to the requirements of the Equality Act. The Equality Policy was produced in consultation and engagement with Station Commanders, representative bodies and employees. The disability policy has been amalgamated into this policy as this now falls under the Equality Act. The Policy was approved by Joint Consultative Committee in July and will be shortly published and sets out our commitment to equality and diversity aligned to The Plan and responding as a public sector service provide and employer. It includes our commitment to equality of opportunity to all PC groups. Over the next few months a simpler Policy statement will be provided for the use with the public and we will undertake activities to enable compliance with the policy.</p> <p>An overall Equality Impact Assessment reviewing the impact of the BuS programme is currently being undertaken and will be provided to programme Board for consideration in the next quarter.</p>
<p>Risk:</p>	<ul style="list-style-type: none"> Not to take active actions in implementing the Equality Policy could put at risk of failure to meet the requirements of the Equality Act.
<p>What support/action is required?</p>	<p>To promote the new policy and get in touch with the E&D Manager so that within teams group discussions/ awareness can be supported to enable implementation.</p>

Road Safety
PERFORMANCE SUMMARY
2012/2013

Corporate Objective: Road Safety
Plan Lead: Steve Vincent/Phil Loach
Overall Assessment of Performance: Performance is meeting the PI/plan target expectations

2009 Target/Actual	2010 Target/Actual	2011 Target/Actual	Target 2012	Actual to date 2012
PI 15 The number of people killed or seriously injured in RTCs				
1097 / 1097	1071 / 1055	1034 / 1030	1002	137 (Data only available up until the 24 May 2012)

Performance Indicator summary:	<p>RTC data is provided from West Midlands Police and is derived from their Stats 19 reports. RTC data is set against annual targets rather than April to April. Targets are taken from the Local transport plan 3 which calculates targets using a 5 year rolling average formula.</p> <p>Performance to date January to May 2012</p> <p>NI 47 – people killed or seriously injured.</p> <table><tr><td>Jan – May 2011</td><td>384</td><td></td></tr><tr><td>Jan – May 2012</td><td>137</td><td>(Figures incomplete)</td></tr></table> <p>Reduction 36%</p> <p>NI 48 –Children killed or seriously injured</p> <table><tr><td>Jan – May 2011</td><td>57</td><td></td></tr><tr><td>Jan – May 2012</td><td>30</td><td>(Figures incomplete)</td></tr></table> <p>Reduction 53%</p> <p>Analysis of previous data shows that the provisional figures provide for 2012 to date are likely to increase by around 15-20%. Our Road Casualty Reduction Team (RCRT) continue to work as key members of the West Midlands Road Safety Partnership (WMRSP) and receive £130,000 funding which covers approximately 85% of their costs. Initiatives in local area are being driven through the level 3 plans with central support and guidance.</p>	Jan – May 2011	384		Jan – May 2012	137	(Figures incomplete)	Jan – May 2011	57		Jan – May 2012	30	(Figures incomplete)
Jan – May 2011	384												
Jan – May 2012	137	(Figures incomplete)											
Jan – May 2011	57												
Jan – May 2012	30	(Figures incomplete)											
Level 2 action plan summary: (no more than 200 words)	<p>level 2 & 3 Road safety lead meetings</p> <p>Level 2 lead has arranged for 2 road safety level 3 lead meetings during the first quarter. A comprehensive PESTLE analysis has highlighted where</p>												

	<p>WMFS can be most effective locally and influence the national road safety agendas.</p> <p>Number of WMFS staff involved in RTC's</p> <p>Based on the data submitted so far, the figures for Quarter 1, 2012 show a significant reduction compared to Quarter 1, 2011.</p> <p>Reduction in the number of our key target audience involved in RTC's</p> <p>A 53% reduction in 2012 NI 47 (Children under 16) is very encouraging and amounts to a significant reduction. (Figures incomplete and subject to change). Our local analysis of areas of need against our delivery has delivered a focused approach to our engagement</p> <p>Road Safety Partnership Board Approval</p> <p>Councillor Linda Clinton (Fire Authority representative) attended the West Midlands Road Safety Board meeting. This supports our strategic objective of influencing the wider approach to road safety. The meeting agreed to support a multi-agency serious incident review approach. This will be delivered at the borough level through local partnerships</p>
Risk:	<p>The Comprehensive Spending Review is affecting the regional and local spending of road safety. Local Authorities are reducing the amount of officers supporting this area of work which is impacting on the amount of joint initiatives undertaken.</p> <p>The RCRT is predominately funded from the West Midlands Road Safety Partnership, which has had its funding from the local authorities capped this year with an early indication that could increase in next years settlement; potentially this could affect the amount of funding available next year.</p>
What support/action is required?	<p>Road safety funding streams continue to shrink and road safety partnerships are finding it more and more difficult to continue to deliver the vast range of road safety interventions that have been delivered over many years. Many road safety partners are also losing experienced members of staff who are not being replaced.</p> <p>As a fire service we are uniquely placed to deliver road safety interventions particularly when working with harder to reach audiences such as youth offenders and perpetual motorists who break the law and have little regard for the safety of others. .</p> <p>Monthly meetings have been arranged between RCRT and Councillor Clinton (Fire Authority lead). It is important that Fire Authority members are made aware of the road safety work carried out by WMFS. This will support our objective to influence and build a stable platform for us to obtain future support/ funding.</p>



APPENDIX 2




Corporate Performance Review

Summary of progress of Programmes and Projects

April – June 2012

Below is an overview of the progress of the Programmes and Projects for the first quarter of 2012/2013.

	Programme/ Project Name	Programme/ Project Manager	Status	The Programme/Project Position Statement
	Building upon Success Programme	Marian Miller		<p>Progress for this period has been good within the work streams commissioned by Corporate Board</p> <p>However, there is still a gap between the projected savings of the BuS Programme and the potential budget scenarios. Based upon work commissioned by Corporate Board there will still be a significant deficit in year 4 should the worst case budget scenario be realised</p>
	Service Delivery Project <i>(This Project is part of the Building upon Success Programme)</i>	Simon Shilton		<p>Group Commander Shilton has taken over the role of Project Manager for the Service Delivery Project following Area Commander Kemp's retirement.</p> <p>Work has progressed regarding the information detailed in the Service Delivery Tasking Document including the Concept of Operations</p> <p>The impact of the WMFS – Staffordshire Fire Control Project has meant that the tasks for Fire Control undertaken as part of the BuS will need to be realigned to ensure they meet the requirements of both the BuS Programme and the Shared Fire Control Project.</p> <p>The Project is on target for completion to its current timelines</p>

	Service Support Project <i>(This Project is part of the Building upon Success Programme)</i>	Jason Danbury		<p>There are currently 6 open Work Packages under the Service Support Project as part of the BuS Programme</p> <p>If additional Work Packages are not commissioned for the Service Support Project, the Project will have only two open Work Packages (Procurement and Workforce Planning) after June 2012 to assist with generating future savings.</p>
	Administration Review Project <i>(This Project is part of the Building upon Success Programme)</i>	Julie Felton		<p>Meetings have been undertaken between the Project Manager and Birmingham City Council (funding for this has been provided by The West Midlands Regional Improvement Partnership as part of our improvement programme)</p> <p>The Project is on target for completion to the timelines agreed with Programme Board</p>
	Management Review Project <i>(This Project is part of the Building upon Success Programme)</i>	Gary Taylor		<p>Five Work Packages have been issued as part of the Management Review's initial stage.</p> <p>Decision Making Accountability (DMA) interviews have taken place for all levels of the Service Delivery Management Structure and are in the process of being undertaken for the Service Support Management Structure</p> <p>The Project is on target for completion to the timelines agreed with Programme Board</p>