

ACTION PLANS

C.P. Management

Recommendation

Clarify and communicate the role of the CP Management Team (3 x SDOs)

Lead Officer(s)

Senior Divisional Officer (Community Protection)
(Development)

Action Required

- a) Clarify roles and responsibilities
- b) Explore alternative methods of working including the structure
- c) Investigate division of work
- d) Communicate findings across the organisation

Milestone

April 2007 – Modify work already carried out

Target

May 2007

Impact

Will provide a clearer definition of responsibilities and reporting structure for all Brigade personnel. Will enable open and transparent consultation and communication. Function will become more efficient and effective. Will eliminate confusion and duplication of effort. Better awareness of the CP function. Will help to raise profile of the function.

Financial Implications

None

Contingency Planning

Recommendation	Obtain longer term funding to ensure continuity of service.
Lead Officer(s)	Senior Divisional Officer (Community Protection) (Development).
Action Required	<ul style="list-style-type: none">a) Identify opportunities for long term funding.b) Paper to be submitted to Corporate Board and Authority for approval detailing options.c) Secure funding.
Milestone	Authority Report 11 th April 2005
Target	<ul style="list-style-type: none">a) April 2005)b) By October 2005 –) Already completedSecured funding in place)
Impact	Will ensure that the Team are in place for the duration of the work streams relating to the New Dimension Chemical, Biological, Radiological or Nuclear (CBRN) National Project.
Financial Implications	Permanent funding was identified through efficiency savings arising from the new duty system and shift patterns as reported to Authority on 11 th April 2005.

Emergency Planning Unit

Recommendation	Disestablish the Emergency Planning Unit (EPU). Transfer/redeploy permanent Emergency Planning staff into the Contingency Planning Team.
Lead Officer(s)	Senior Divisional Officer (Community Protection).
Action Required	<ul style="list-style-type: none">a) Due to loss of Grant funding, make necessary arrangements to disestablish the EPU. Ensure that all relevant internal and external customers/stakeholders are fully informed.b) Consult with relevant stakeholders in relation to activities currently undertaken by the EPU that will still be required e.g. Control of Major Accident Hazards (COMAH).c) In response to the Civil Contingencies Act 2004, a report to be submitted to Corporate Board detailing future provision of the Emergency Planning function to ensure that all legislative responsibilities are carried out.d) Produce new job descriptions and person specifications for post holders. Redeploy, if appropriate to do so.
Milestone	None
Target	Already completed. As reported to the Executive Committee on 24 th October 2005.
Impact	Brigade will comply with the Civil Contingencies Act 2004. Transferring/redeploying staff will retain knowledge expertise and competence with regard to the Emergency Planning function within the Brigade. Will give greater flexibility and continuity within the Contingency Planning Team.
Financial Implications	The financial impact of the proposal was effectively the difference between a Grade 14 post and a Grade 15 post (approximately £3,000) which could be offset by a reduction in callout payments previously paid.

Water
Recommendation

To determine service required, restructure internal provision as appropriate and prepare to test external market.
Test the external market.

Lead Officer(s)

Senior Divisional Officer (Community Protection) (Development).

Action Required

- a) Run a PRINCE2 Project to incorporate structure and the following:
- Re-visit decision not to undertake full hydrant inspections as a result of the New Road and Street Works Act. Produce report in line with evidence gathered during the Best Value Review for Corporate Board detailing that the Water function is a core activity within the Brigade as per the Fire and Rescue Services Act 2004.
 - Determine appropriate hydrant inspection programme in terms of frequency based on a risk assessment of all hydrants. The hydrant inspection programme to be built into the work of the Hydrant Technicians.
 - Put in a quality assurance process to check the work being undertaken by the Water agencies prior to payment of invoices. This process to be built into the work of the Hydrant Technicians.
 - Restructure the internal provision to reflect the agreed service provision by the employment of an additional 2 temporary Hydrant Technicians.
 - Hydrant Technicians to locate and inspect all hydrants, geo-code and enter onto GIS database.
 - In conjunction with the Water agencies, determine the level of repair that may be undertaken by Hydrant Technicians, thus generating future cost savings.
 - Once in-house provision has stabilised and the costs of the function can be clearly and robustly identified, report to be submitted to Corporate Board to seek approval to test the external market.
 - Once approval has been sought, produce specification and contract to be awarded to the most economic, efficient and effective supplier. The in-house provider is to be fully included within the tender process and invited to submit a bid.

Milestone

Scope development of Project Plan and Business Case (by end of June 2006).

Target

End of April 2008

Impact

Will clarify the Brigade's response to the Road and Street Works Act 1991. The Brigade will be fully aware of the location of the total stock of all hydrants, presenting an opportunity to rationalise the stock on a risk assessed basis. Will ensure a more effective service delivery as hydrants will alleviate the perceived issues currently highlighted via the near hit process thereby improving the overall stock provision as more hydrants will be 'fit for purpose'. Costing the function internally will mean that the Brigade will be better placed to decide the future of the function and will have more purchasing power within the external market. Clear objective judgement will be made with regards to the competitiveness of external providers. In addition, this will allow for a robust, transparent benchmarking exercise to take place.

Financial Implications

To be determined following the outcome of the PRINCE2 Project detailed within this Action Plan.

Fire Safety

Recommendation	That the Brigade pursue its previously stated intention of recruiting non-uniformed staff into up to one third of its legislative fire safety posts. Thereafter to determine the value for money of whether or not to vary the ratio of uniformed to non-uniformed staff further.
Lead Officer(s)	Senior Divisional Officer (Community Protection), (Development).
Action Required	<p>a) Succession plan to be developed for both the rank of Sub Officer and Station Officer (Legislative Fire Safety) to ensure that the continuity of service is maintained and to maintain the expertise and competencies within the function.</p> <p>b) Initially one third of Sub Officer posts based within the Legislative Fire Safety function be phased out and replaced by non-uniformed posts identifying opportunities for natural wastage, e.g. retirement, temporarily filled posts, etc.</p> <p>c) Produce generic job description encompassing all disciplines, e.g. planning, licensing, inspecting, etc.</p> <p>d) Recruit in line with the Brigade's recruitment policy.</p> <p>e) Once initial phase is near completion, carry out value for money review to determine the ratio of uniformed to non-uniformed staff.</p> <p>The replacement of uniformed officers with non-uniformed Inspecting Officers must be on a phased basis to ensure that appropriate expertise and competence is maintained within the function. Such a change should take account of all associated risks and be communicated clearly at all times.</p>
Milestone	<p>a) Part of Community Protection Business Plan – scope and plan by end 2006</p> <p>b-e) Dependent upon a).</p>
Target	2008
Impact	Will provide more flexibility due to the nature of hours that can be worked by non-uniformed staff. Will be more cost effective. Will attract more applicants to vacant posts that have previously proven difficult to fill by uniformed officers. Broadens the market and gives the Brigade greater opportunity to fill vacancies from a greater skill base whilst more appropriately reflecting the diverse community within the West Midlands.
Financial Implications	At the time of writing, of the 21 posts suitable for non-uniformed staff, ten had not been filled. Filling these posts with non-uniformed staff would result in salary savings of approximately £89,000 per annum.

Fire Safety

Recommendation	<ul style="list-style-type: none">a) Develop a structured and accredited training programme to ensure that officers are competent to undertake all aspects of the Legislative Fire Safety role.b) Develop a Refresher Training Programme.
Lead Officer(s)	Senior Divisional Officer (Community Protection) (Development).
Action Required	<ul style="list-style-type: none">a) Long term training strategy to be produced for current and new officers which must include extending the current training provision and reflecting the Fire Safety Advisor/Engineer Development Programme. In addition, the Risk Based Inspection Programme should be built into this strategy.b) As part of the training strategy, ensure that appropriate resources are allocated.c) Identify current skill levels within the function to determine training needs.d) Introduce refresher programme in order to maintain standards and competences.e) Regularly monitor and review the competencies of both the staff and the training course.
Milestone	a-d) April 2006
Target	April 2007 – annual review
Impact	Will provide an effective starting point for all new entrants into the Legislative Fire Safety function. Will ensure that current and new officers are competent when undertaking the roles and responsibilities of the post. Less potential for the Brigade to be exposed to any litigation or potential claim due to mis-information being given out. Better service to the customers – information being given is accurate and timely. All members of staff will have access to a structured training programme and, therefore, there will no longer be any disparity between the skills/course the officers have attained/attended. Will halt the erosion of the skill base within the Legislative Fire Safety function. Officers will gain accreditation to a nationally recognised standard. Refresher Course will ensure that skill levels are maintained.
Financial Implications	Any cost implications can be met from existing budgets.

Fire Safety

Recommendation	That the Brigade develop a methodology to achieve corporate direction for the Risk Based Inspection Programme.
Lead Officer(s)	Senior Divisional Officer (Community Protection) (Development).
Action Required	<ul style="list-style-type: none">a) Paper to be produced regarding the current system, identifying the gaps in the risk assessment process (e.g. houses in multiple occupation not currently included) and seeking the way forward based upon the Best Value Review findings.b) Corporate Board to approve.
Milestone	
Target	June 2006
Impact	Inspecting Officers' workload will be distributed based on all risk factors including houses in multiple occupation. Clear direction. Will ensure appropriate use of existing and future resources. All works carried out will be justified and prioritised in accordance with the Corporate steer being given. RBIP to be reviewed regularly to ensure its appropriateness and ensure best practice is followed.
Financial Implications	None.

Fire Safety

Recommendation	Re-determine roles and responsibilities of Business Liaison Officers (BLOs) in line with corporate objectives. Working within the Borough structure and given corporate direction from Divisional Officer (Community Protection) (Protection).
Lead Officer(s)	Senior Divisional Officer (Community Protection) (Development).
Action Required	<ul style="list-style-type: none">a) Change reporting lines in consultation with Fire Safety Centre Managers. BLOs to work within the Borough structure and will be given corporate direction and report to the Divisional Officer (Community Protection) (Protection).b) Re-assess, numbers, roles and responsibilities of BLOs to ensure the most appropriate response to risk. Nomenclature to be determined as necessary.c) Produce generic job description and person specification for all BLOs.d) Communicate the changes made internally and externally.
Milestone	Scope – June 2006
Target	August 2006
Impact	BLOs working within the Borough structure with corporate direction being given by the Divisional Officer (Community Protection) (Protection) will ensure that an effective corporate, joined-up support service is available Brigade-wide, and that staff are effectively managed. Will provide a clear supporting structure for all concerned. Will allow more effective strategic and long-term planning to take place. Redefines role of BLO function. Roles and responsibilities of all parties will be clarified. Will allow more flexibility with existing resources as work will be determined on risk assessed basis. BLOs will be better able to manage the function and ad-hoc working will be eliminated.
Financial Implications	None.

Fire Safety

Recommendation	As part of the second phase of the restructure project, determine the structure and reporting lines of Fire Safety Centres, giving consideration to the recent move towards a Borough structure.
Lead Officer (s)	Divisional Officer (Performance and Planning).
Action Required	a) Appropriate method for reviewing the structure and reporting lines of FSC to be developed by the Lead Officer.
Milestone	September – October 2005
Target	To be determined with Lead Officer
Impact	The most effective and efficient structure for FSCs will be developed in order to ensure corporate priorities are properly addressed.
Financial Implications	None.

Fire Safety

Recommendation	Develop performance indicators for the Legislative Fire Safety function.
Lead Officer(s)	Senior Divisional Officer (Community Protection) (Development).
Action Required	<ul style="list-style-type: none">a) Identify areas for indicators.b) Develop internal indicators that are SMARTIE (Specific, Measurable, Agreed, Realistic, Timely, Intelligent and Environmentally-aware).c) Determine appropriate standards in order that satisfactory performance or otherwise can be measured.d) Review and amend indicators on an annual basis to drive up standards.
Milestone	<ul style="list-style-type: none">a+b) End June 2006c) July 2006d) Annual review
Target	April 2007
Impact	Will provide consistent, transparent, auditable methodology for measuring performance. Will act as a driver for the maintenance and improvement of standards. Will be a tangible way of being able to measure whether continuous improvement is taking place. Will enable effective comparison with others.
Financial Implications	None.

Youth Services

Recommendation	Obtain strategic direction from Corporate Board (CB), to ensure that activity undertaken reflects the modernisation and risk reduction agendas.
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<p>a) Produce a report and submit to CB to seek approval for the future direction of the Youth Services function including consideration of the roles and responsibilities of the central team.</p> <p>b) Based on steer received from CB, revise Action Plan.</p>
Target	July 2006
Impact	There will be clarification of the roles and responsibilities of Youth Services to ensure they are delivering against Corporate Aims and Objectives, including the Risk Reduction Agenda. Will give the Team clear direction in terms of their priorities and will facilitate a move away from the 'delivery role' to one of support. Will ensure appropriate use of resources, including budgets. Will assist in the production of clear policies and strategies. Will allow for effective continuous action and project planning. The central team will work at the appropriate level. All current Action Plans will be amended to reflect corporate direction.
Financial Implications	None.

Youth Services

Recommendation	Based upon the outcomes of Recommendation 1 produce a Strategic Youth Services Policy.
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Determine the policy of the Youth Services function.b) Produce a set of comprehensive strategies to support the above policy, in consultation with customers.c) CB to approve prior to dissemination throughout Brigade.
Target	July 2006
Impact	Will allow for more effective strategic and long-term planning to take place. Profile of the Youth Services function will be raised. Roles and responsibilities of all parties will be clarified. Customers will gain a better understanding of the function and how support will be provided, which will allow them to work within a corporate framework. All works carried out will be justified and prioritised in accordance with strategies, e.g. YFA, JFS, eliminating the possibility of duplication, ad-hoc working or work being carried out in isolation. Will improve the budgetary planning and management process. The presence of a long term strategy will ensure that partnership arrangements undertaken will be properly validated and evaluated. Strategies will be reviewed regularly to ensure their appropriateness and that best practice is followed.
Financial Implications	None.

Youth Services

Recommendation	To improve internal and external communications and raise the profile of the function.
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Meet with the Internal Communications Manager to determine methodologies to be applied ensuring that station visits are built in.b) Evaluate the methodologies used at regular intervals to determine effectiveness.
Milestone	Inclusion in CP business plan – 2006/07
Target	April 2007
Impact	Profile of function will be raised. Clear direction will be given to internal and external customers. Team will become more accessible. Clear two-way communication will be established. Everyone will be working towards the same corporate goals. Best practice will be identified and communicated.
Financial Implications	None.

Youth Services

Recommendation	Develop performance measures and indicators for the Youth Services function.
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Identify relevant areas for indicators to be set.b) Develop internal indicators that are SMARTIE (Specific, Measurable, Agreed, Realistic, Timely, Intelligent and Environmentally-aware).c) Determine appropriate standards in order that satisfactory performance or otherwise can be measured.d) Review and amend indicators on an annual basis to drive up standards.
Milestone	Identify and develop measures/indicators by April 2006. Appropriate standards to be developed by May 2006. Review of indicators to be undertaken May 2007.
Target	May 2007
Impact	Consistent, transparent, auditable methodology for measuring performance will be applied. Will act as a driver for the maintenance and improvement of standards. Will provide a tangible way of measuring whether continuous improvement is taking place. Enable effective comparison with others.
Financial Implications	None.

Community Fire Safety

Recommendation	To join up all the discrete Community Fire Safety (CFS) functions to ensure that all CFS activity is undertaken in accordance with corporate goals.
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Identify the discrete areas that are currently undertaking CFS activity, e.g. Community Relations Officers, Youth Services, Fire Stations, Fire Control, etc.b) Re-determine roles and responsibilities in line with overall corporate CFS objectives of the organisation.c) Re-align the structure accordingly as detailed in recommendations 2, 3, and 4.d) Regularly review and monitor to ensure that the service delivered is joined up and consistent – see recommendation 7
Milestone	April 2007 for A - C
Target	April 2008 for A - C
Impact	Will ensure that all CFS activity is undertaken in accordance with corporate goals and in a consistent, transparent, joined up way which is effectively managed. Furthermore, the roles and responsibilities of all CFS practitioners across the organisation will be clarified. Will allow more effective strategic and long-term planning to take place. Will redefine role of CFS function. Opportunity to identify best practice, and to communicate Brigade-wide via the newly implemented CFS structure (see further recommendations).
Financial Implications	None.

Community Fire Safety

Recommendation	Re-determine roles and responsibilities and structure of the HQ CFS Team
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Re-determine the roles and responsibilities of the function to ensure that the central team provides policy/strategy/direction to CFS practitioners at all levels within the organisation.b) Undertake the audit and monitoring of CFS activity to enable the sharing of best practice and ensure that there is adherence to the corporate aims and objectives.
Milestone	a) December 2006 b) September 2006
Target	April 2008
Impact	Roles, responsibilities and structure clarified Brigade-wide. Policy and strategies continuously updated by the central team, allowing activities to be planned/undertaken in line with corporate aims and objectives. Will allow more effective strategic and long-term planning to take place. Will redefine role of CFS team function. Move away from 'delivery' role to one of 'support and guidance' role. Will allow more appropriate use of HQ CFS resources. Opportunity to identify best practice and to communicate Brigade-wide via the newly implemented CFS structure (see further recommendations).
Financial Implications	None.

Community Fire Safety

Recommendation	Re-determine roles and responsibilities of Community Relations Officer (CROs) and stations in line with corporate objectives. Reporting lines to be aligned to Borough Commanders who will be given corporate direction from the Divisional Officer (Community Protection) (Prevention).
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Change reporting lines in consultation with Fire Safety Centre Managers. CROs to report to Borough Commanders who will be given policy guidance and support from the Divisional Officer (Community Protection) (Prevention)b) Re-assess roles, responsibilities and numbers of CROs to ensure an appropriate response to risk and that CROs move more towards supporting brigade CFS initiatives and facilitating borough and station activity, rather than delivering. Nomenclature to be determined as necessary.c) Determine working locations of CROs within the Borough structure.d) In line with the overall objective of these recommendations clarify the roles and responsibilities of stations, clearly stating the standards of service to be delivered by the CROs.e) Clarify links to stations and also the CFS activity on station.f) Produce generic job description and person specification for all CROs.g) Communicate internally and externally the changes made.
Milestone	a – g April 2007
Target	April 2008
Impact	Bringing the CROs under Borough Commanders with an appropriate steer from the Divisional Officer (Community Protection) (Prevention) will ensure that an effective corporate, joined-up support service is available Brigade-wide. It will also give a clear supporting structure for all concerned. Will allow more effective strategic and long-term planning to take place. Will redefine role of CFS function, including the CROs. Roles and responsibilities of all parties will be clarified. Will allow more flexibility within existing resources as CROs become a brigade-wide resource. CROs will work in accordance with the corporate Directed Action Planning (DAP) process. Will allow facilitation of station activity by CROs leading to the sharing of best practice Brigade-wide and increased CFS activity by station personnel. CFS will be properly able to manage the function and ad-hoc working will be eliminated. An appropriate balance of resource to risk will be achieved.
Financial Implications	None.

Community Fire Safety

Recommendation	Re-determine roles and responsibilities of Handsworth Community Fire Safety Centre (CFSC) in line with corporate objectives. Reporting line to be aligned to Divisional Officer (Prevention).
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Change reporting lines in consultation with the appropriate Borough/Group Commander. Function provided by Handsworth to report to Divisional Officer (Prevention).b) Re-assess roles and responsibilities of Handsworth CFSC and the Red Hot Education Station in line with the above CFS policy. Nomenclature to be determined as necessary.c) Clarify links to stations, CFS activity on station and CROs.d) Produce generic job description and person specification for Handsworth CFSC staff.e) Communicate internally and externally the changes made.
Milestone	a – e) September 2006
Target	April 2007
Impact	Bringing Handsworth CFSC under one line manager will ensure that an effective corporate, joined-up support service is available Brigade-wide. It will also give a clear supporting structure for all concerned. Will allow for more effective strategic and long-term planning to take place. Will redefine role of Handsworth within the CFS function, including the CROs. Roles and responsibilities of all parties will be clarified. Handsworth CFSC will also be viewed as a Brigade resource rather than a local one. Will allow wider use of the facilities by station personnel leading to increased usage by the diverse communities of the West Midlands.
Financial Implications	None.

Community Fire Safety

Recommendation	Build upon the current Strategic Community Fire Safety Policy
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Identify any gaps in the current Strategic Community Fire Safety Policy.b) Produce a set of comprehensive strategies to support the Integrated Risk Management Plan (IRMP) and the above policy, in consultation with customers.c) CB to approve prior to dissemination throughout Brigade.
Milestone	November 2006
Target	March 2007
Impact	Will allow more effective strategic and long-term planning to take place and support the effective targeting of risk. Will raise the profile and awareness of the CFS function. There will be a greater understanding throughout the organisation of the roles and responsibilities undertaken and the services provided. Customers will have realistic expectations of the function and how support will be provided, which will allow them to work within a corporate framework. All works carried out will be justified and prioritised in accordance with strategies, eliminating the possibility of duplication, ad-hoc working or work being carried out in isolation. Will improve the budgetary planning and management process. The presence of a long term strategy will ensure that partnership arrangements undertaken will be properly validated and evaluated. Strategies will be reviewed regularly to ensure their appropriateness and to encourage best practice is followed.
Financial Implications	None.

Community Fire Safety

Recommendation	To improve internal and external communications and raise the profile of the function
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Meet with the Internal Communications Manager to determine methodologies to be applied, ensuring that station visits are built in.b) Evaluate the methodologies used at regular intervals to determine effectiveness.
Milestone	Recommendations 1, 2 and 3 to be completed before this one commences – April 2008.
Target	May 2008
Impact	Profile of function will be raised. Clear direction will be given to internal and external customers. Team will become more accessible. Clear two-way communication will be established. Everyone will be working towards the same corporate goals. Best practice will be identified and communicated.
Financial Implications	None.

Community Fire Safety

Recommendation	Enhance current performance measures and indicators and develop new performance measures and indicators for the CFS function, in line with Directed Action Planning.
Lead Officer	Senior Divisional Officer (Community Protection) (Development)
Action Required	<ul style="list-style-type: none">a) Identify areas for indicators.b) Develop internal indicators that are SMARTIE (Specific, Measurable, Agreed, Realistic, Timely, Intelligent and Environmentally-aware).c) Determine appropriate standards in order that satisfactory performance or otherwise can be measured.d) Review and amend indicators on an annual basis to drive up standards.
Milestone	April 2007
Target	April 2008
Impact	A consistent, transparent, auditable methodology for measuring performance will be applied. Will act as a driver for the maintenance and improvement of standards. Will be a tangible way of measuring whether continuous improvement is taking place. Will enable effective comparison with others.
Financial Implications	None.