

OPA 2012 IMPROVEMENT REGISTER- SEPTEMBER 2012**APPENDIX 1**

<u>Directorate</u>	<u>Areas for Consideration</u>	<u>Progress in Addressing in Area for Consideration</u>	<u>Lead</u>	<u>When</u>
LEADERSHIP AND CORPORATE CAPACITY				
CB/FRA	The clarity of the message can be improved. The future direction of the Service sits across a number of documents which need consolidating into strategy.	The Service will ensure clarity of vision by bringing together its Integrated Risk Management Plan, Strategic Intent Document within The Plan.	SPIRiT/CB	Plan to be submitted to FRA -February 2013.
CB/FRA	The future direction of the service is sometimes set opportunistically rather than following a clear strategy.	The Plan sets the strategic direction for the Service and drives the targeting of resources across its four priority areas to deliver strategic objectives to achieve desired outcomes. In developing The Plan legislative responsibilities, integrated risk management, key external drivers (Comprehensive Spending Review for example) are all influential in determining the Service's strategic direction. The Fire Authority is key stakeholder and is fully involved and engaged in the development of The Plan. The Service has in place planning and performance frameworks that should enable for the appropriate commissioning and management of work at all levels to ensure that activity is undertaken in accordance with the direction set in The Plan. In terms of Programmes and Projects the application of the governance framework within these environments should enable for the appropriate commissioning and delivery of outputs and outcomes that are in accordance with the Service's strategic imperatives.	SPIRiT	No further action.
Director HR	The Service will require compelling collective leadership from Members and officers to guide the organisation through the coming years.	The Authority's Committee framework enables for effective Member engagement, consultation and decision making. Through our organisational development strategy we will continue to develop the leadership skills of our officers. The Service will continue to ensure that Members and officers are fully informed, involved and influential in the Service change agenda necessitated by the recent and future comprehensive spending review decisions .	CB/FRA	Ongoing
DCFO	Many BuS decisions are outstanding and staff would benefit from seeing the outcomes of their work.	There is currently a review being undertaken to determine future options for the Building upon Success (BuS) programme. The review will include the consideration of aligning BuS decisions and outcomes into normal business.	DCFO	Ongoing

OUTCOMES FOR LOCAL CITIZENS				
Director TopS	Seek clarity on the value added by key activities.	In developing normal business, activity should be managed and coordinated under the auspices of the planning framework. All action plans should be regularly monitored and reviewed. Corporately we monitor and challenge our plans through the Quarterly Reporting Meeting. The key principle in our approach at all levels of planning incorporates the principle of outcome focussed planning and performance evaluation using a logic model approach. It is the responsibility of all managers to ensure that activity undertaken adds value and supports the delivery of the Service's priorities and objectives as set out The Plan.	SPIRiT	No further action.
ORGANISATIONAL CAPACITY				
Scrutiny Ctte	Maximise the use of the new scrutiny arrangements to drive improvement	Scrutiny Committee arrangements have been integrated into the Authority's Committee framework. Scrutiny Committee, within its terms of reference, has a number of mechanisms with which it can drive performance improvement. The Scrutiny Committee 2012/13 work programme has been formally agreed. A scrutiny workshop to refresh and enhance skills and knowledge in this area is to be offered to all Members and is currently being arranged by SPIRiT	SPIRiT	Work Programme agreed July 2012. Scrutiny training by no later than November 2012.
DCFO	Consider the relative value of the income generation initiative.	The Service will consider the relative value of this initiative in terms of time committed to it by staff and the return on this investment at the present time and in the future. At the current time the Company is still fledgling and the relative value and merits of the Service's investment in this initiative are reviewed and reported to the Board on a regular basis. The Governance arrangements associated with the Company require the Service to report to Authority annually. A review of the strategy for the company will be undertaken by the DCFO.	DCFO	Review completion December 2012.
CB	Consider the approach towards regional collaboration	All opportunities for regional collaboration will be continue to be considered on a case by case basis.	Case by case	No further action.
Director Resources	Focus ICT capacity on key projects to drive change.	Discussions have taken place with Corporate Board regards advances in technology and the Service's requirement to meet BuS efficiencies both leading to high demand for ICT services. To this end, the Strategic Head of ICT will provide a report to CB asking them to consider priorities in delivering key ICT projects.	Strategic Head of ICT	Priority report to CB by end of November 2012.
Director HR	Staff want freedom to exercise their judgement.	Through the provision of its staff development programmes, the Service will continue to encourage staff to exercise professional judgement in many issues and many matters.		No further action.
CB	There is some evidence of silo working.	The Service's planning and performance frameworks provide the opportunity for effective cross functional engagement and involvement in the development and delivery of work in support of The Plan. The creation of the Strategic Advisory Group approach has reduced the potential for silo working. The governance arrangements within the programme and project environments minimise the opportunity for silo based working. All work packages are designed in such a way that interdependencies and impacts upon other packages are considered and mitigated against.	SPIRiT	No further action.

COMMUNITY RISK MANAGEMENT				
Director TopS	Potential for more use of risk analysis in decision making.	Corporate Board have approved the adoption of intelligence-led decision making to be relied upon wherever relevant and appropriate, to ensure that scarce resources are targeted in an effective and dynamic manner into the future. This approach can be applied across the whole spectrum of strategic decision making and to underpin clarity and accountability in all areas of activity.	Group Commander SPIRiT	Ongoing.
Directors	Does commitment to response times inhibit flexibility?	The commitment to response time performance is not restricted to standard pump rescue ladders as the only form of response option. Therefore, this approach actually increases our flexibility as the Service can experiment with other options. The Service has not committed to any hard and fast targets in this area, but has been able to ensure that response is targeted proportionately at high risk incidents and areas.	Directors	No further action at this time.
Director Ops	Low Risk Flexible Crewing explored but not yet willing to implement.	Low risk flexible crewing has been considered and if required could be implemented. The decision to implement this new shift system will be dependant upon the financial settlement from the Government.	DCFO	Review January 2013.
Director TopS / Operations	Relationship between Protection and Prevention should be strengthened.	This is happening, as exemplified by the developing involvement of station based personnel in protection inspections, in addition to the prevention activity they already do. Site Risk Survey is enabling the outcome of site visits to be shared between the two areas, to the mutual benefit of both.	AC Protection/ GC Community Safety	Ongoing.
RESPONSE				
Director TopS	Consider how embedded operational procedures are.	The Service has recently introduced a method for communicating risk critical information (RCI) to ensure it is sent directly to all operational personnel. This approach encourages personal responsibility and accountability for performance but does not absolve line managers from ensuring that staff fully understand the information provided to them. Although the information is sent directly to the individual for recording of understanding, the procedures are usually delivered within a watch based environment supported by 'arrive to perform' testing and 'on station' training events. Often the information contained within the new notes form part of the watch quarterly training planner. Individuals are required to confirm that they have read and understood all risk critical information. Where this has not been done within 21 days the appropriate line manager will be informed. This approach is a significant improvement upon the Service's previous approach and provides for a robust audit trail. This approach to communicating RCI is subject to ongoing review drawing upon fortnightly ICT 'sprint' printouts for intelligence. Stakeholder review- Jan 2013.	Group Commander Emergency Response and Planning Team	Ongoing fortnightly evaluation of ICT 'Sprint' reports. Stakeholder review meeting- January 2013.
Director TopS	The system for site specific risk information requires a review to ensure information about high risk premises is captured, disseminated and the information is current and accessible.	This work was planned prior to OPA. A full review of the Site Risk Survey(SRS) has been commissioned and commenced in the week beginning 16 July 2012. As part of this work the quality of SRS information provided by operational crews to support effective response will be reviewed as will the suitability of MDT as the means of making this information available at an incident. The review will also address concerns raised regarding the frequency and management of the process for reviewing 7(2)(d) information.	GC Operational Intelligence and SRS	Stage 1 Completion - End of October 2012. Stage 2 Completion- End of November 2012 . Review completion March 2013.

PREVENTION				
Director OPS	New HSC points system is not fully understood by crews.	The points system approach is still relatively new and further information and communication initiatives, building upon previous communications, will be provided to enable for increased understanding of how the points system works and its benefits. A Community Safety Masterclass was delivered on May 4th to Station, Operations and Area Commanders explaining the current HSC points system following its introduction in November 2011. The presentation was then forwarded to those that had not attended to enable for crews and other station based personnel to gain a greater understanding. Another communication session will be delivered when the latest IT upgrade is complete (October 2012). The Contact Centre supervisor is working with Ops Commanders to ascertain their requirements for the quarterly reports which are completed. The point scoring figures are being reviewed to determine if the point allocation is appropriate with a Start and Finish group working towards completion by the end of this year. Also, the Hot Strike HSC policy is under review with new approaches being trialled and evaluated.	GC Community Safety	Complete review of system - March 2013.
Director OPS	Referral information could be improved from some partners for HFC targeting.	As part of the ongoing engagement with Operations partners, work will be undertaken to improve the quality of referral information supplied and better support HFC targeting.	GC Community Safety	Ongoing
Director OPS	The Local Authority Liaison Officer and Vulnerable Persons Officer are inconsistently aligned with operational teams.	As part of the Service's change programme (BuS) a number of service delivery structures are currently being evaluated. As part of this work the number and role of Local Authority Liaison Officers and Vulnerable Persons Officers will be considered to ensure best fit in supporting the effective management of local risks and priorities in accordance with the requirements of The Plan. More VPO's are receiving training to increase numbers across the WMFS area.	GC Community Safety	Ongoing.
PROTECTION				
Director TopS	Current Risk Based Inspection Programme (RBiP) is not being significantly used.	The RBiP system is currently under review. The review will ensure that the new system accurately reflects the risks present in the West Midlands. The RBiP will be the primary source for planning and delivering routine audits. Processes will be put in place to ensure that audits are undertaken on the basis of risk.	AC Protection	Priority report to CB by end of November 2012. This will inform future RBiP delivery plan.
Director TopS	Audit System is reactive and not proactive.	As above. The decision was taken (before 2006) that the offered product from the DCLG would not be adopted because it would require a street search; estimated at the time to take approximately 8 years to complete. The Service's version of a RBiP will be ready before then. Two other FRS' have shown an interest in the Services product with discussions in regarding purchase at an advanced stage. The new RBiP will support location independent working and provide reliable intelligence in terms of the risk ratings of premises in the West Midlands	AC Protection	Priority report to CB by end of November 2012. This will inform future RBiP delivery plan
Directors TopS / Resources	The new RBiP being built internally by ICT has stalled.	Discussions have taken place regards internal and external provision of RBiP including partnership working with other Brigades. To this end, the Strategic Head of ICT will provide a report to CB asking them to consider priorities in delivering key ICT projects including RBiP.	Strategic Head ICT / AC Protection	Priority report to CB by end of November 2012

Director TopS	Other commercial IT solutions have not been investigated.	A number of alternative solutions were considered prior to the RBiP being originally introduced. However this will be reviewed as part of the RBiP delivery plan and will be informed by the paper to CB regarding the prioritisation of key ICT projects.	AC Protection	Priority report to CB by end of November 2012. This will inform future RBiP delivery plan.
Director TopS	Paper based audit process is onerous.	As part of the ongoing RBiP upgrade opportunities to remove paper based recording processes will be maximised and where possible a single point of entry approach will be adopted	AC Protection	Priority report to CB by end of November 2012. This will inform future RBiP delivery plan.
Director TopS	SSRI collection is limited with no input from ops.	Operational staff are involved at all stages of the Site Risk Survey (SRS) collection process. Fire Safety Officers are required to complete two pages on the current RBiP audit form to support the provision of specific risk information to operational crews. Upon receipt of this information operational crews are required to visit the specified site and complete the SRS workbook.	AC Protection/ GC Operational Intelligence and SRS	Completed. No further action.
Directors TopS/ Operations	Limited links between Ops and Fire Safety.	In addition to comments below, the links between Fire Safety and Operations are improving. Site Risk Survey information is underpinned by information gathered from both fire safety and operational sources. Any serious breaches of fire safety on premises are provided to operational personnel by means of turnout messages on Mobile Data Terminals. Fire Safety Officers regularly attend Borough Command meetings. The SRS high rise will also enable for closer working between operations and fire safety. A new tool kit is now available on line for the operational crews to undertake 'commercial hot strikes' following a fire.	AC Protection	Completed. No further action.
Directors TopS / Operations	Operations crews do not undertake fire safety.	There are over 30 operational personnel who have undertaken training to deliver inspections and investigate complaints. A protocol has been established with Fire Control for their use. A suite of Fire Safety toolkits for use by operational crews to support risk reduction in low to medium risk premises falling within the scope of the Regulatory Reform (Fire Safety) Order is currently being developed. A new tool kit is now available on line for the operational crews to undertake 'commercial hot strikes' following a fire.	AC Protection	Completed. No further action.
DCFO	There is a potential conflict of interest setting up Fire Engineers.	Whilst the service acknowledges there is a risk of a conflict of interests between providing engineering solutions and potential enforcement these areas of business are treated as separate functions. Should the necessity to prosecute arise this will be dealt with by the Prosecution team. Within WMFRA it is the CFO plus Chair and Vice-Chair who authorise enforcement actions. Therefore two of the current Board members of the company usually exercise a key role in enforcement decisions. If enforcement action was to be considered against a customer of the company, and if some linkage back to the company's fire engineering strategy was likely to be suggested, then the CFO and Chair would need to seek advice on whether they could participate in the enforcement decision or if it should be passed to other senior officers and Authority members. The potential for conflict of interest was discussed at the WMFS Business Safety Board meeting on 18 May 2012 and it was determined that the measures detailed above would usually offer a sufficient degree of protection from the potential for a conflict of interest.	WMFS BS Board of Directors	Completed. No further action

HEALTH AND SAFETY				
Director TOPS /Director Ops	SSRI information on appliances is limited, out of date and not user friendly for operational staff.	A review of existing 7(2)(d) information commenced in November. As part of this review station personnel will consider the accuracy and validity of information and plans available on Mobile Data Terminals for use at operational incidents. The frequency of the review of 7(2)(d) information will also be reconsidered and confirmed as part of this work. Operational staff, as end users, will be involved and influential in all stages of the review and in determining future direction of travel. Operations have previously factored in to the simulation/exercise programme the need to use those sites/premises for which SRS is kept in order to use and test plans.	GC Operational Intelligence and SRS	Linked to and to be included within the scope of the review of SRS outlined above (Row 25). Review completion March 2013.
Director TOPS	Further understand the low level of recorded near hits.	The SHE Team have analysed the data and have started a campaign to boost near hit reporting. A presentation was given to the Operations Commanders in August 2012 as part of this the responsibility of managers to encourage reporting was restated. The SHE Team through various methods of media are also promoting near hits and via the local H&S meetings. We hope to see an increase in reporting before April 2013. The number of near hits are reported at a strategic level tri annually at H&S meetings.	SHE Manager	Work to raise the profile of near hits started August 2012. Review and evaluate impact April 2013.
TRAINING AND DEVELOPMENT				
Director HR	Arrive to perform framework needs reviewing to ensure all staff can demonstrate competence including Watch and Crew Commanders.	An evaluation of Arrive to Perform is to be undertaken so that lessons can be learned and improvements incorporated.	GC Operational Training Support	Review completion - March 2013
Director HR	Member development uptake could be significantly improved.	Member engagement is part of an existing strategy within the Organisational Development function. This is clearly linked to the newly revamped Member development programme.	Learning and Development Adviser Academy	Work underway and ongoing - September 2012.
Director HR	The profile of training green book staff could be raised.	A review of Green book staff development will be undertaken. Existing opportunities will be raised through the organisational training needs analysis (TNA) process to support the individual performance development review (IPDR) process.	Learning and Development Adviser Academy	TNA is underway- Scoping report December 2012. Final report April 2013.
Directors HR / Operations	Ensure that the number and scale of exercises are clearly linked to the risk profile.	A review will be undertaken between Operations and the Academy to ensure that future delivery is coterminous with our identified risk profile.	GC Operational Training Support / Operations	Review will begin December 2012.
Director HR	Modern methods of building construction do not appear in the training curriculum for operational staff.	There is a clear agreement that this should form an essential part of any firefighters knowledge. A commission will be raised so that this can be resolved effectively to the satisfaction of all stakeholders.	GC Operational Training Support	Commission - November 2012.
CALL MANAGEMENT AND INCIDENT SUPPORT				

Director TOPS	Phase II of the control collaboration project not fully appreciated.	The Shared Fire Control Project Board has subsequently agreed and implemented a communication strategy and plan for the project that will ensure that timely messages are delivered to agreed stakeholders when appropriate. Both the strategy and the plan have been approved by the project Governance Board.	Shared Fire Control Project Team	Completed- Although subject to ongoing evaluation and review at Programme Board.
Director TOPS	Review the use of talk groups to reduce costs.	The use of Airwave talkgroups has already recently been reviewed and work has been undertaken to make improvements that have resulted in reduced costs. The Shared Fire Control Project will consider the purchase of new technology that would manage talk groups more effectively to achieve further improvements and savings in this area in the future.	Shared Fire Control Project Team	Project Completion - April 2014.