

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**EXECUTIVE COMMITTEE**

**7 JUNE 2010**

1. **ANALYSIS OF PROGRESS TOWARDS KEY OBJECTIVES –  
FOURTH QUARTERLY REPORT FOR 2009/2010**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Executive Committee note the progress made in delivering the Departmental and Operations Command Areas' 2009/10 Action Plans.
- 1.2 THAT the Executive Committee note that a detailed review of progress was carried out at the regular meeting with the Lead Members for Performance Management.

2. **PURPOSE OF REPORT**

- 2.1 This report is submitted to provide the Executive Committee with an analysis of progress made towards the delivery of Departmental and Operations Command Areas' 2009/10 Action Plans.
- 2.2 The report also informs the Executive Committee that a detailed review of progress including the reason(s) for non-completion of particular milestones was carried out at the meeting with Lead Members for Performance Management on 17 May 2010.

3. **BACKGROUND**

- 3.1 The Departmental and Operations Command Areas' Action Plans include milestones for the completion of work activity which is part of the delivery of the specific Action Plan objectives.

- 3.2 Appendix 1 provides strategic analysis on the progress and exceptions to date of those milestones which were due for completion within the fourth quarter of 2009/10. A full report detailing progress made towards the objectives is available on request.
- 3.3 The performance management arrangements include provision for regular meetings with the Lead Members for Performance Management. At those meetings the progress reports can be reviewed in more detail and a Task and Finish Group initiated if appropriate. A detailed review of progress was carried out at the meeting on 17 May 2010.

#### 4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment has been carried out and, whilst the report does not raise issues that require a full Equality Impact Assessment to be completed, Departments are responsible for completing an Equality Impact Assessment on their individual objectives/actions contained within their action plans.

#### 5. **LEGAL IMPLICATIONS**

The National Framework document for 2008-11 is given statutory power by the Fire and Rescue Services Act 2004. One of the key requirements in the Framework is performance assessment and the ongoing analysis of data is a key element in support of this requirement.

#### 6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

### **BACKGROUND PAPERS**

Departmental and Command Action Plans for 2009/2010

VIJ RANDENIYA  
CHIEF FIRE OFFICER

**CORPORATE STRATEGY 2009 – 2010 – Quarter Four Return**

**APPENDIX 1**

Status	Means:-	Qty	%
<b>Blue</b> 	Work and milestones in the plan are ahead of schedule	1	2.27%
<b>Green</b> 	Fully completed = All planned work has been completed and progress is as expected at this point in time	32	72.73%
<b>Amber</b> 	Largely completed = One milestone during this or previous quarters not met	10	22.73%
<b>Red</b> 	Partially completed/not started = 2 or more milestones in this or previous quarters have not been completed	1	2.27%

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
1	We will improve safety in the home focusing on our most vulnerable communities to reduce the incidence and severity of preventable fires.	Operations		A final model for a single assessment process has not been agreed. It has been identified that each Command area is required to develop local hubs to meet the specific needs of their local authority. This has already been developed in a number of Commands. ICT are currently developing a generic model which may be utilised across the West Midlands.
2	To implement an Asset Management Portfolio within Technical Services for the management of operational equipment, fire engines and support vehicles and information and communication technology assets.	Corporate Services/ Technical and Operational Support (TOpS)		Asset register has in part been successfully used to identify funding for 2010/11. The equipment replacement costing £10,000, i.e. Thermal Imaging Cameras. The ICT Asset replacement forecast document is now complete and all ICT equipment is included. Costings for ICT equipment replacement are documented and will be updated on a roll forward basis to reflect annual changes. Funding for this will be sought from Directorate budgets by John Brown. Although some elements of this action are complete, it will be carried forward to the TOpS Departmental Action Plans.

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
3	To implement the national digital radio scheme (Firelink) throughout the West Midlands Fire Service area.	Technical and Operational Support (TOpS)		
4	Review Fire Safety Policy relating to our duty to enforce fire safety legislation and how it serves Enforcing Officers.	Technical and Operational Support (TOpS)		This will be carried forward and captured within the TOpS Directorate Departmental Action Plan for 2010/11.
5	We will work with our partners to reduce anti-social behaviour and Arson in our communities.  NI33 – Arson incidents  Number of deliberate (i) primary and (ii) secondary fires per 10,000 population	Operations		
6	Promote regional collaboration and the development of joint working protocols related to the management of incidents.	Technical and Operational Support (TOpS)		The New Dimension element remains incomplete due to the cancellations of the Regional and Collaboration Meetings.
7	We will support our partners in engaging with children and young people to promote good citizenship, healthy living and educational attainment.	Operations		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
8	<p>We will work with partners to influence reductions in the numbers of people killed or seriously injured (KSI) in line with the following National Indicators:</p> <p>NI47 People killed or seriously injured in Road Traffic Collisions</p> <p>NI48 Children killed or seriously injured in Road Traffic Collisions</p>	Operations		<p>Milestone 7 (Incomplete) we are awaiting a response from ICT to create an iLearn package to educate our staff ref Road Safety. This milestone has been carried forward to 2010-2011 Road Safety Plan and it is hoped that it will be completed by Dec 2010. Milestone 9 (partially finished) this project is in development and has been transferred into next years Road Safety Plan. Milestone 12 (In development). Several companies have been approached with a view to Road Safety Partnership providing Occupational Road Risk training. This could possibly lead to future funding opportunities. Carried forward to next years plan. Milestone 13 (cancelled) following consultation with Training Centre it was decided that the purchase of spine boards for each front line appliance was inappropriate.</p>
9	<p>In line with the West Midlands Fire Service Environment Strategy, investigate and report on the feasibility of revising existing or developing new operational tactics and techniques, to reduce environmental impact.</p>	Technical and Operational Support (TOpS)		<p>This will be carried forward and captured within the TOpS Directorate Departmental Action Plan for 2010/11 as the milestones set were far too ambitious for the amount of work involved.</p>

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10	Investigate and forecast likely impact of climate change on intervention techniques and workload. Examine potential demand on vehicles and equipment; other resources; skills and knowledge; training and development.	Technical and Operational Support (TOpS)		Work delayed due to the delay in the Met Office starting the analysis of data. Work is now in progress and the Met Office are working with WMFS incident data to examine the correlation between severe weather events and Service demand and link this to analysis of local climate change impacts. Report from the Met Office is now expected in April 2010 when adoption options can be added and reporting tasks finalised. This action will be carried forward into the TOpS Departmental action plan from where it will continue to be updated and reported upon through quarterly performance monitoring. <i>(Note – the draft report from the Met Office was received at the end of April. The report is to be finalised and produced during June 2010.)</i>
11	Continue to work to support the progress of the national FiReControl project. CLG led project work will be undertaken by numerous departments across the West Midlands Fire Service.	Technical and Operational Support (TOpS)		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
12	To work with developing national guidance to ensure that information provided to staff with regard to the delivery of our Emergency Response capability supports effective intervention at a range of incidents.	Technical and Operational Support (TOpS)		This work is delayed due to the fact that the relevant Fire Control Ways of Working document has not been published. This work will not commence until it is clear that all effort will not be duplicated by continuing work which does not meet the criteria of the Fire Control project. The implication of this is that the scope of work cannot yet be fully defined until the 'Ways of Working' document becomes available.
13	Introduce flexible servicing and maintenance of WMFS fleet to support full availability of front line appliances.	Technical and Operational Support (TOpS)		Delay in recruiting necessary line manager post. Interviews scheduled for mid April. Implementation re-scheduled for 1st May 2010. <i>(Note – implementation was on 4<sup>th</sup> May due to the Bank Holiday. The hours of the workshops have changed from 0800-1600 to 0700-2000 Monday-Thursday and from 0800-1530 to 0700-1930 on Fridays. A callout duty engineer is available 24 hours over the weekend.)</i>
14	Establish and maintain an Operational Intelligence management process integrating Site Risk and Fire Safety information with post event debrief to improve firefighter safety and effective operational intervention through learning and development.	Technical and Operational Support (TOpS)		This item has been made subject of a more detailed Departmental Action Plan - 'Establish a Debrief Database' for the 2010/11 year.

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
15	Review current Haz Mats provision to develop more effective and efficient ways of working.	Technical and Operational Support (TOpS)		
16	Subject to successful evaluation, to acquire and locate 5 purpose designed Training at Height facilities as set out in the Authority's Property Asset Management plan.	Finance and Procurement		
17	In liaison with other departments, consider the current disposition of fire stations and the facilities within them, in line with the Authority's Property Asset Management Plan.	Finance and Procurement		Completed ahead of time.
18	To develop regional replacement of Respiratory Protective Equipment (RPE) and deliver savings through scale of procurement, interoperability and resilience benefits through the sharing of regional resources in the delivery of standardised regional RPE.	Technical and Operational Support (TOpS)		
19	To develop and implement an ICT security strategy.	Corporate Services		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
20	To further embed risk management principles and then develop and implement appropriate processes within the organisation.	SPIRiT		
21	Develop and implement the Environment Strategy to improve environmental performance and use of resources.	Technical and Operational Support (TOpS)		
22	We will attract and retain people with excellent leadership skills to support the future of the organisation.	Human Resources		
23	To refine our public consultation and engagement processes in the light of the Duty to Involve.	(CFO P&C)		Work is underway in engaging with our stakeholders on the implementation of our engagement strategy.
24	To further enhance the integrated action planning template utilising ICT.	SPIRiT		
25	We will improve the frame work for consultation and communication, and review processes for the resolution of employee relations issues.	Human Resources		
26	We will provide appropriate development opportunities to help staff identify, acquire and maintain knowledge and skills to support the achievement of excellence and to develop and demonstrate leadership skills.	Human Resources		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
27	We will improve realism in training to enhance the effectiveness of operational response personnel.	Human Resources		
28	We will complete all modules in relation to the six equality and diversity strands and provide new and innovative activities to further develop understanding and skills.	Human Resources		
29	We will develop a plan of action to meet the recruitment targets as set out in the national Equality and Diversity Strategy.	Human Resources		
30	We will develop a network of individuals and organisations within the community who we can create partnerships with that will enable true engagement with Service users.	Human Resources		
31	We will recruit and train Equality Champions who will support the organisation in carrying out the actions as set out in the national E&D Strategy.	Human Resources		The programme is currently under review.
32	We will develop recruitment, retention and reward strategies to provide a skilled workforce.	Human Resources		
33	We will develop a workforce plan to provide sufficient staff with appropriate skills to enable effective succession/capacity planning.	Human Resources		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
34	We will consult on a reward strategy that recognises the contribution of our people and delivers value for money.	Human Resources		
35	We will develop flexible working practices to support performance improvement and provide employment conditions that suit our diverse workforce and the needs of the organisation.	Human Resources		
36	We will work with managers to reduce the number of days lost due to sickness absence and rehabilitate employees at the earliest opportunity.	Human Resources		
37	To undertake a compliance and non-compliance assessment regarding delivering good governance in the West Midlands Fire Service using the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) template for governance evidence statements.	Corporate Services		
38	To co-ordinate efficiency returns and efficiency plans in order for the Authority to demonstrate its commitment to value for money.	Finance and Procurement		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
39	To carry out a review of existing procedures with the potential to introduce a document management system. Carry out necessary steps in order to work towards attaining ISO27001 – Information Security Management System.	Corporate Services		
40	To develop and put in place processes and measures with the aim of achieving the requirements of the Key Lines of Enquiry regarding data quality.	Corporate Services		
41	To improve our current performance management framework and promote its use across the service and to support, guide and develop performance champions.	Deputy Chief Fire Officer SPIRiT		Work will continue into the next financial year to further develop Performance Management.
42	Integrate Appreciative Inquiry throughout the organisation using a range of tools and techniques to bring about effective organisational change.	Deputy Chief Fire Officer SPIRiT		
43	Prepare and support the organisation for the launch of Comprehensive Area Assessment with focus on continual improvement and sustainability.	Deputy Chief Fire Officer SPIRiT		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
44	Develop a forward looking operational peer assessment toolkit which will focus on preparing for the introduction of operational assessment linked to Comprehensive Area Assessment.	Deputy Chief Fire Officer SPIRiT		