

## **WEST MIDLANDS FIRE SERVICE**

### **PERFORMANCE REVIEW OF STATION MANAGEMENT (PRSM)**

#### **1. POLICY**

It is the policy of West Midlands Fire and Civil Defence Authority (WMF&CDA) to continuously assess the efficiency and effectiveness of internal management performance and workplace processes and procedures.

To achieve this, WMF&CDA will undertake periodic themed audits and reviews at places of work within its organisation. Subject to the theme chosen, an appropriate regime will be created which will closely scrutinise the interpretation of policies, the use and application of procedures and assess levels of managerial performance.

The Performance Review of Station Management (PRSM) will, through its resultant outcomes, facilitate informed decision making with regard to the identification of good practice and management and service improvement.

#### **2. STRATEGY**

Each Station will undergo a minimum of *one* themed PRSM audit within any *two* year period. Additional PRSM audits may be carried out within the same two year period if specifically requested by, for example, Functional Directors or Station Commanders.

The frequency and subject themes of PRSM audit will be reviewed annually by the Performance and Planning Department (P&P). This review process will be influenced by the Ten Year Scan published within the Organisation's Best Value Performance Plan and Business Plan.

#### **3. PROCEDURES**

Station Commanders/line managers will be informed at least *two weeks* prior to their station or section being subject to a PRSM.

PRSM audits will be conducted and led by personnel from P&P who may be accompanied by observers from within functional departments. The role of the observer(s) will be that of technical advisor and to provide quality assurance.

##### **3.1 The Purpose of PRSM**

PRSM is a structured and independent process for collecting information about the efficiency, effectiveness and reliability of a themed subject when measured against identified performance standards and following which recommendations may be made and action plans may be created.

The aims of PRSM auditing are intended to establish:

- Whether appropriate management arrangements are in place;
- That adequate risk control systems exist;
- That appropriate workplace precautions are in place;
- To confirm compliance with routine and safety critical systems and procedures required by West Midlands Fire Service (WMFS).

The auditing process involves:

- Collecting information;
- Interviewing individuals;
- Examining documents;
- Visual observation of practical activity/skills;
- Making judgements regarding adequacy and performance.

### **3.2 Performance Standards**

Performance will be measured against substantive policy and procedural statements, other stated performance requirements and 'benchmark' criteria.

Examples of source reference material include:

- Relevant statutes in force;
- Documents/Guidance from Government Departments (Fire & Rescue Service Circulars etc) or regional organisations;
- Comparative data derived from other organisations;
- WMFS Brigade standing instructions (Standing Orders etc);
- WMFS guidance and reference material (Firefox, Opsflash etc);
- Manuals and other technical information sources (equipment performance and maintenance etc)

### **3.3 PRSM Reports**

PRSM audits will result in one or more of the following reports, which may or may not contain recommendations, being produced:

- Structured reports, for consideration by Principal Officers or Authority Members.
- Structured reports for consideration by senior functional line managers.
- Structured reports for consideration by individuals who are, directly or indirectly, subjects of the themed PRSM process.

All reports, correspondence and accessible source reference material associated with a themed PRSM will be archived within P&P for a period of not less than seven years.

### **3.4 Post PRSM Action**

Subsequent to completion of a PRSM and the submission of associated reports; the further actions of P&P will be as directed by the instructions given by Corporate Board or the Director P&P.

### **3.5 Performance Management Database**

PRSM data will be analysed and entered into a database made accessible to the organisation.

## **4. CROSS REFERENCES**

Standing Order 23/01 Performance Management Framework

## **5. RESPONSIBILITY AND REVIEW/AMENDMENT DETAILS**

### **5.1 Responsible Director/Department**

This Standing Order is the responsibility of the Director, Performance & Planning Department.

### **5.2 Created/Reviewed/Fully Amended**

Created by the Divisional Officer (Station Management), Performance & Planning Department, January 2005. Review due January 2006.