

Appendix 1

Main Business Plan and CPA Service Improvement Plan Objectives
highlighted in Borough and Departmental Action Plans

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Borough Action Plan Objectives 2006/07	Main Business Plan/Departmental Objective	CPA Service Improvement Plan Objective
Objective 1 - Manage and Develop the Performance of West Midlands Fire Service Teams and Individuals in the Borough	MAIN BUSINESS PLAN OBJECTIVE 2 IPDS	
Objective 2 - To make the community in the Borough safer	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP	
Objective 4 - Manage effective communication from within the Borough	MAIN BUSINESS PLAN OBJECTIVE 7 Performance Management	CPA assessment report ref 29, 30, 48, 111 (Objective 1 Develop a Borough led Communications Strategy)
Objective 5 – To manage issues related to the diversity of our workforce and the communities which we serve	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP	CPA assessment report ref 40 (Objective 3 Communication Strategy)
Objective 6 – Management of risk in the Borough	MAIN BUSINESS PLAN OBJECTIVE 7 Performance Management	CPA assessment report ref 72 (Objective 4 Business Risk Management)

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
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Administration				
Objective 1 To target information to staff who need it.	To measure whether the refinements made to the communication processes have helped to target information to the staff who really need it and to reduce or eliminate wasteful communication.	To undertake a survey of staff groups to ascertain, by actual numbers of all staff, what information they receive which they feel is unnecessary. To ascertain what information they feel they need but to not receive. To work with Departments/Stations to modify communication processes to match, as closely as possible staff needs.		CPA assessment report ref 29, 111 (Objective 18)
Objective 3 To introduce a structured communication process to significantly improve two-way communication within the organisation	The production of a team briefing system to be rolled out across the Brigade, trialed and assessed for effectiveness.	Based on research already undertaken, develop a Team Briefing system which best suits our organisation, with the involvement of relevant stakeholders.		CPA assessment report ref 29, 30, 111 (Objective 19 to develop alternative and more effective ways of communicating with staff)
Objective 4 To support the Borough Commanders' objective of developing a Borough level communication strategy (internal).	To help provide clear lines of communication and provide an opportunity for all staff to influence the corporate direction and Borough action plans and to reduce the 'overload' with more face to face communications.	To attend meetings of the Borough Commanders to discuss the progress in achieving the outcomes in the Borough Commanders' plan, assessing and advising on progress accordingly. To also attend Watch Managers' meeting to receive feedback about communications.		CPA assessment report ref 29, 30, 48, 111 & 108 (Objective 21)
Objective 5 To share the good practice of IRMP consultation in reaching minority groups such as the deaf, the blind and groups whose first language isn't English, using various methods of communication.	To raise staff awareness with regards to communicating with minority groups by targeting two areas; CFS and Borough Commanders, and to provide a central source of expertise in this area.	Include guidance within the overall Communication Standing Order and offer advice and assistance where required.	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP	CPA assessment report ref 40, 108, 111 (Objective 20)

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Objective 8 To address a secondary Corporate Risk that communication between Headquarters Departments is not fully effective.	To make Departments in Headquarters more aware of each others work and projects.	To hold a series of communication meetings to share details of the work and projects being undertaken by Departments to aid communication.		CPA assessment report ref 29, 30, 111 (Objective 5)
Objective 9 To address a secondary Corporate Risk that the open communication structure does not continue to develop.	To increase the level of communication about the steps being taken to increase the level of communication.	That staff are regularly reminded about the efforts being made to improve communication.		CPA assessment report ref 29, 30, 111 (Objective 6)
Objective 11 To assist the organisation to better manage change and the fear of change.	To produce guidance for all personnel on the best ways to manage change and the fear of change.	To research best practice for this area to take what is most applicable to the Service to produce a plain English short guide to better change management.	MAIN BUSINESS PLAN OBJECTIVE 3 Cultural change DEPARTMENTAL OBJECTIVE 30 Managing change – fear of change	
Objective 18 To determine the most appropriate consultation methodologies for use during the IRMP process	More effective and efficient consultation methodologies applied proportionate to the need by matching consultation expenditure to the level and nature of IRMP proposals.	To research and identify evaluation tools. To introduce relevant evaluation tools into the consultation process for IRMP 4. Following IRMP 4, analyse data in order to ensure value for money is being attained and most effective use of resources are being applied.	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP	
Objective 19 To produce a marketing strategy to publicise the work of the Service to our stakeholders and other interested parties.	To publish a marketing strategy promoting the work of the Service in fulfilment of its Vision, Mission and Corporate aims.	To identify key stakeholders and review current marketing activity across the brigade. To develop clear instructions, policy documents as appropriate and provide contacts to assist teams and personnel in marketing activity. To coordinate marketing activity through a clear communication	DEPARTMENTAL OBJECTIVE 18 Marketing Strategy	

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		pathway.		
Objective 22 To make clearer the links between the planning processes and to merge the medium term financial strategy with the Integrated Risk Management Plan and the Business and Best Value Performance Plan.	To incorporate the medium term financial plan and the Integrated Risk Management Plan into the Business and Best Value Performance Plan and to present these proposals to a management briefing to cascade the explanation of the planning links throughout the Brigade.	A presentation for cascade purposes and a more fully integrated medium term financial plan, Integrated Risk Management Plan and Best Value Performance and Business Plan.		CPA assessment report ref 55 (Objective 22)
Objective 23 To address a secondary level Corporate Risk that there is a perception that Corporate Board are isolated from the workforce.	To increase the awareness of staff of their involvement with the decision making process and contact with Corporate Board Members, by publishing communication improvements by Routine Notice.	To involve staff earlier in the consultation process and communicate to the workforce the nature of Corporate Board Members involvement with the workforce.		CPA assessment report ref 29, 30, 111 (Objective 3)
Objective 25 To monitor the result of local elections and advise Corporate Board of the implications.	To provide guidance to Corporate Board on the outcome of the local elections in May 2006 and some of the practical implications.	To provide an update to Corporate Board members regarding the practicalities for business following the May 2006 elections.	DEPARTMENTAL OBJECTIVE 26 Local Elections	

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Community Protection				
Objective 1 Review and Implement recommendations following Best Value Review of Community Protection	Implement recommendations and targets arising from Best Value Review of Community Protection. This will secure continuous improvement in the way CP exercises its functions, having regard to a combination of economy, efficiency and effectiveness.	<p>Review recommendations of:</p> <ul style="list-style-type: none"> • Light Touch Areas • Community Safety • Legislative Fire Safety and Business Liaison officers • Contingency Planning and Emergency Planning • Water Function • CP Management Team <p>Set up CP focus group for scrutiny and implementation of recommendations.</p> <p>Create action plan following review of recommendations and agreement/verification by CP focus group</p> <p>Implementation of recommendations</p>	DEPARTMENTAL OBJECTIVE 28 Water Hydrant Section	
Objective 2 To produce an Integrated Risk Management Plan and Action Plan for 2007-08.	<p>Analysis of incident data and other information, to enable & promote:-</p> <ul style="list-style-type: none"> • Reduction in number and severity of incidents • Reduction in number and severity of injuries • Reduction in commercial, economic and social impact 	Publication of IRM Plan and Action Plan, following consultation with public, staff and other relevant groups.	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP	

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	<ul style="list-style-type: none"> of incidents Safeguarding of environment and heritage Provision of value for money 			
Objective 3 Develop the Integrated Risk Management Information System, for use as a mainstream business tool.	<p>More effective use of resources, in terms of:-</p> <ul style="list-style-type: none"> Intervention Prevention Protection <p>as a result of improvements in information relating to:-</p> <ul style="list-style-type: none"> Incidents Performance against PI's and other criteria Identification of target areas for further action Social, demographic and other relevant factors 	<p>Information system providing improved availability and access to data describing:-</p> <ul style="list-style-type: none"> Incidents Performance against PI's and other criteria Identification of target areas for further action Social, demographic and other relevant factors 	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP	
Objective 4 Replacement of the 3 Command Support Vehicles	Supporting the project as senior user resulting in provision of three new Command Support Vehicles.	<p>Provide three new Command Support Vehicles to support WMFS incident command system (ICS)</p> <p>Develop and enhance S.O.P's to enable effective operation</p> <p>Consider and develop 'regional resilience' and 'mutual assistance'</p> <p>Identify location of vehicles in Brigade</p>	DEPARTMENTAL OBJECTIVE 13 Specialist Op's Support	
Objective 13 Implement C.P Element of Ranks to Roles Project	Implement work package for Ranks to Roles - "incident command"	Ranks to Roles contain three work packages, Insignia, H.R issues, and Incident Command. C.P to implement incident command work package and support the project manager	MAIN BUSINESS PLAN OBJECTIVE 2 IPDS	
Objective 24 To protect employees from incidents of violence	Raise awareness of violence reporting	Producing of campaigns (May 06). Trial training (Jan 2007).	MAIN BUSINESS PLAN OBJECTIVE 4 Health and Safety	

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Objective 25 To consider the impacts following the change in the Noise at work Regulations	Ensure noise throughout the Brigade is controlled to an acceptable level.	Noise assessments carried (Jan-Aug 06). Controls initiated (June-Dec 06). Policy reviewed (Jan 07)	MAIN BUSINESS PLAN OBJECTIVE 4 Health and Safety	
Objective 26 Improve accountability within the CP Department	Clear accountabilities and responsibilities for actions in the CP Department to enable achievement to be recognised. Development of targets and performance measures for CP activity. Improved approach to managing operational activity	Develop and implement new procedures for financial management and budgetary control. Introduce greater accountability against CP action plans. Identify areas for reducing costs and generating efficiencies in the CP Department working with Procurement staff in ICT. Map key business processes and seek improvements with IRMP links.	MAIN BUSINESS PLAN OBJECTIVE 2 IPDS & 7 Performance Management	
Objective 28 Creation of a strategy for children and young people	Prevention of fire crime and anti-social behaviour and the prevention of Accidental injury and death	Strategy document for engagement of children and young people taking into account the Strategy for Children and Young People 2006 – 2010 and other strategic documents.		CPA assessment report ref 40 (Objective 11)
Objective 32 Arson Task force – Code Red project	To improve vehicle identity techniques and evidence preservation at vehicle fires and improve communication systems between Police and Fire Service	To develop guide to Fire Safety, Arson prevention and fire risk assessment for every school across West Midlands Forge partnership with PCSOs, training recruits in arson awareness, potential and reporting procedures.	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP & 6 Crime and Disorder Act	
Objective 33 Arson Task Force – Arson risk Assessment pack for schools (KYSIB)	To reduce Schools arson in the West Midlands by 10%		MAIN BUSINESS PLAN OBJECTIVE 1 IRMP & 6 Crime and Disorder Act	

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Objective 36 New Dimensions Programme	To meet the expectations of the ODPM in local delivery of the six work streams within the programme.	Allocation of resources, as required, according to the specific needs of the individual task.	DEPARTMENTAL OBJECTIVE 14 New Dimensions DEPARTMENTAL OBJECTIVE 40 Increased Terrorist Threat	
Objective 37 Business Continuity	To ensure that the Fire authority fulfil its statutory requirements under the provisions of s.2 of the Civil Contingencies Act 2004.	To produce Business Continuity Management Plan, in accordance with the guidance issued by the Civil Contingencies Secretariat and PAS 56.	DEPARTMENTAL OBJECTIVE 19 Business Continuity	
Objective 41 Unwanted fire Signals Call Reduction Project – Pilot target date January 2006, Trials April 2006, Full implementation June 2008	Reduce the number of UWFS caused by Automatic Fire Detection by 10%	Undertake a six month trial of a call filtering scheme in collaboration with Alarm Receiving Centre's for commercial and industrial premises Produce a policy document based on the findings of the trial. Review and amend the Careline policy		CPA assessment report ref 97 (Objective 24)

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
Objective 44 Enhancement of Home Fire Safety Checks	<p>To improve the targeting and quantity of HFSC by increasing the number of HFSC's carried out by operational personnel to 40,000.</p> <p>CFS Staff to deliver training to all operational staff enhancing understanding and delivery quality of HFSC.</p> <p>Utilise call management system to carry out quality assurance assessments via telephone and/or post, 3% sample anticipated.</p> <p>Language line to be trialled to improve our access too hard to reach communities.</p> <p>To increase the output of Home Fire Safety Checks with the introduction of Community Advocate workers.</p> <p>To actively target at risk and vulnerable groups within the community which will contribute towards a reduction in accidental fire related deaths by 20% by 2010 and the number of deliberate fires by 10%.</p>	<p>Quality improved by RBIP type system underpinning and prioritising the HFSC booking wizard and completed inspections</p> <p>Revisit strategy to be implemented for high risk property's using risk based scoring system incorporated in new HFSC form.</p> <p>Revision of HFSC form to align with information collected by FDR1 to feed into Community Explorer.</p> <p>Tools to be provided to achieve targets will include Home Approach policy and Advocate workers.</p> <p>Agree approach and targets with BC based on risk</p> <p>To develop and implement an Advocate scheme which will increase HFSC referrals and provide home fire safety advice. Monitor and evaluate Advocate scheme to ensure, at risk and vulnerable groups are targeted.</p>	<p>DEPARTMENTAL OBJECTIVE 20 Advocacy scheme DEPARTMENTAL OBJECTIVE 25 Home Fire Risk Check Call Centre</p>	<p>CPA assessment report ref 37, 40, 77 (Objective 1 Development of HFRA II)</p>

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Objective 45 Review/refine Prevention Strategy	<p>To provide a document which defines the WMFS Fire Prevention Strategy to give direction to WMFS employees in reducing risk within the community.</p> <p>The document will outline and identify the Fire Authorities role and responsibilities in line with IRMP in order to satisfy the requirements of primary legislation to include:</p> <ul style="list-style-type: none"> - Crime and Disorder Act - Clean Neighbourhoods & Environment Act 2005 - ASBO'S - Community Tension & Fear of Crime - Police Reform Act 2002 - National Community Safety Plan - Respect Action Plan - Fire & Rescue Act 2004 - LAA, Local Area Agreements - Anti Social Behaviour Act 2003 	<p>Scope & research relevant documents.</p> <p>Identify and outline the relevant requirements of the different elements within primary legislation in line with IRMP.</p> <p>Identify any cross references within different elements of primary legislation in line with IRMP.</p> <p>Compile information and produce guidance notes.</p> <p>Consultation with relevant end users.</p> <p>Produce final document.</p>	<p>DEPARTMENTAL OBJECTIVE 15 Cleaner Neighbourhoods and Environment Act 2005 – Liveability</p> <p>DEPARTMENTAL OBJECTIVE 31 Anti-Social Behaviour Orders</p> <p>DEPARTMENTAL OBJECTIVE 38 Community Tension – Fear of Crime</p> <p>DEPARTMENTAL OBJECTIVE 35 Local Authority Agreements</p>	
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Equality and Diversity				
Objective 1 Cultural Audit / Change Research and understand current culture and ethos within WMFS	A questionnaire that is relevant and appropriate for WMFS Statistical information that will enable WMFS to gauge culture and attitudes of employees	Through the National Equality & Diversity Professional Forum continue to contribute to the content & design of the questionnaire Work with Senior Managers to carry out the research in WMFS Ensure findings are disseminated, quickly appropriately Develop an action plan that will address any issues		CPA assessment report ref 40 (Objective 1)
Objective 3 Race Equality Scheme As per legislation	Revised and updated RES Develop clear strategies with each department that will address issues and targets within the RES	Review and update current RES Consult both internally and externally Work with departments to ensure they understand and are able to action the RES Provide training, guidance and resource to support managers and sections in implementing RES	DEPARTMENTAL OBJECTIVE 48 Racial and Religious Hatred Bill	CPA assessment report ref 68 (Objective 4)
Objective 4 Roles and Responsibilities of Equality & Diversity Dept' Ensure the employees of the WMFS know and understand the function of the E&D section KLOE – "How effective is management's contribution to the diversity agenda, having regard to local prerogatives, culture change and other relevant needs of the service?"	More support sought from E&D department Reduction in number of complaints (non- relevant) coming into the department Recruit E&D First Contact Officers/Champions	Review purpose and function of E&D section Work with all departments to develop the profile of E&D Review and update individual roles and responsibilities within the E&D section Recruit and fully induct LFF and trainers Recruit E&D Trainers (*3) All Beliefs Welcome (ABW) conference themed 'Have your Say'		CPA assessment report ref 68 (Objective 5)

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Objective 5 Recruitment & Selection Ensure that the WMFS is operating within the law Provide training activities that will support personnel section work Develop stronger working relationships with both recruitment and personnel	All key HR staff know and understand current and emerging E&D legislation/employment law Transparent and systematic communication between departments Increase in applications from targeted groups	Continue to provide E&D input into R&S training Work with personnel to ensure all staff are up to date regarding current and legislation Improve systems and communication between sections particularly in relation to complaints and disputes Work with Recruitment section to support their positive action initiatives		CPA assessment report ref 69 (Objective 6)
Objective 6 Equality Impact Assessments KLOE – “How effective is management’s contribution to the diversity agenda, having regard to local prerogatives, culture change and other relevant needs of the service?”	EIA becomes an integral part of all WMFS work (where appropriate/ relevant) Increase number of employees trained in EIA	All policies/Standing orders EIA’d Develop system where EIAs are carried out for all new initiatives, policies, activities etc... Provide a series of EIA training activities		CPA assessment report ref 68 (Objective 7)
Objective 7 Home Office returns - Complaint - RES - Equal standard - BVPI – Stats	Attainment of Level 3 of Equality Standards Reduce number of complaints received by E&D section	Need to develop a coherent, more effective and practical way of gathering data Develop training that will enable departments to actively contribute to standards and targets Develop activities that will enable managers to deal more effectively with E&D issues		CPA assessment report ref 68 (Objective 8)
Objective 8.2 Equality Impact Assess WMFS policies (EIA) CPA KLOE – “How effective is management’s contribution to the diversity agenda, having regard to local prerogatives, culture change and other relevant needs of the service?”	All E&D policies to be more user friendly All WMFS employees aware of policies and their responsibilities Reduced number of complaints	All E&D policies being rewritten Ensure accessible to all i.e. available on CD ROM, large print, audio etc... Funded through earmarked funding All WMFS employees will have their own E&D toolkit More comprehensive kit for		Objective 7

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
		Sections, etc. EIA needed for all WMFS policies		
Objective 11 Headquarters Relocation	New HQ to be accessible to all sections of the work force and community in relation to environment, access (physical) etc	Identify issues and needs of the department Work with and support project team Ensure there is adequate space for extended team Ensure Equality & Diversity issues for all WMFS are taken into account at every stage	MAIN BUSINESS PLAN OBJECTIVE 5 HQ Relocation	
Finance				
Objective 1 Determine Accounting records to be retained prior to HQ Relocation.	Minimise document storage requirement.	Maintain statutory records in most efficient format.	MAIN BUSINESS PLAN OBJECTIVE 5 HQ Relocation	
Objective 4 Ensure correct accounting arrangements in place to meet changes to Firefighters' Pension funding.	Comply with accounting guidelines/OPDM instructions. Satisfy audit requirements	Set-up required accounting arrangements.	DEPARTMENTAL OBJECTIVE 46 Pensions	
Objective 6 To ensure the administrative arrangements are in place to accommodate changes to the Firefighters' Pension Scheme	Provide appropriate information on the costs/benefits of the scheme at an organisational and individual level.	Reflect changes in the administration arrangements following instructions/guidance from ODPM.	DEPARTMENTAL OBJECTIVE 46 Pensions	
Objective 8 To produce efficiency statements for the Fire Authority by April 2006 and June 2006.	To achieve the production of statutory efficiency statements and provide evidence of this Authority meeting or exceeding its contribution towards the national efficiency target.	To collate, quantify and report to Committee and the ODPM the efficiencies generated by this Authority.	DEPARTMENTAL OBJECTIVE 33 Modernisation Savings	CPA assessment report ref 55 (Objective 11)
Objective 11 Consider options for Pension collaboration with Regional Brigades.	Ensure delivery of service in most cost effective way.	To produce Corporate Board and Authority reports.	DEPARTMENTAL OBJECTIVE 46 Pensions	
Objective 12 Review current work arrangements within Pensions Section.	Ensure changes in pension administration arrangements are appropriately reflected in work allocations.	Processes and procedures are appropriately completed.	DEPARTMENTAL OBJECTIVE 46 Pensions	

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Human Resources				
<p>Implement Priority 3 in HR Strategy:</p> <p>Developing the Organisation</p> <p>HR Strategic Priority 6</p> <p>Developing the Capacity of HR</p>	Improved communication within the HR Department and between HR and other Departments / Stations	<p>Ensure that minutes of section head meetings are made available to all HR staff.</p> <p>Staff to be given the opportunity to raise issues in person at Section Head Meetings</p> <p>Provide personal development opportunity for staff to observe section head meetings</p> <p>Establish a working group made up of representatives from each HR section and key external stakeholders to produce a HR communication strategy.</p>	DEPARTMENTAL OBJECTIVE 49 Improved Professionalism	
Objective 4 To introduce a role based structure for all uniformed personnel.	A role based structure in line with modernisation requirements as defined by the NJC	<p>Work Package 1- Undertake a review of all uniformed posts in line with roles and assess the impact upon conditions of service.</p> <p>Work Package 2- Assess the impact upon uniform, PPE and incident ground insignia.</p> <p>Work Package 3 - Review all standing orders relating to incident command and mobilising.</p> <p>Consultation with the staff representative bodies</p> <p>5. Implement role based structure.</p>	<p>MAIN BUSINESS PLAN OBJECTIVE 2 IRMP</p> <p>DEPARTMENTAL OBJECTIVE 11 Multi-Tier Entry</p> <p>DEPARTMENTAL OBJECTIVE 49 Improved Professionalism</p>	

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Personnel, Planning and Policy				
Objective 1 Work life balance/ Home working To create a motivated and loyal workforce by ensuring systems are in place to accommodate the needs of employees in terms of their work-life balance by introducing flexible work patterns where required.	To establish firm policies for flexible working to include separate guidance on home working. Ensure flexible working arrangements are more widely available to all staff as appropriate to help ensure increased work life balance	To promote the value of flexible working through training focus groups, team briefings, workshops in order to ensure culture change throughout the organisation. Station visits. Evaluate pilot programmes for home working already in place and produce a roll out programme for all personnel in the organisation. Introduce flexi time working for non-operational uniformed staff with clear business rules	DEPARTMENTAL OBJECTIVE 32 Home working	
Objective 4 To review the methods used in the review and development of Standing Orders.	To develop a procedure that will ensure consultation with stakeholders during review/development. To enable the whole team to contribute to review and development of Standing Orders. To ensure there will be more speedy resolution to policy change. Update all HR policies and store in one portfolio	All team members to become more directly involved in policy formulation. Best practice to be shared amongst team members. Greater use made of focus groups to aid in production of Standing Orders. Review timetable. Revise timetable (scheduled in consultation with key stakeholders Allocate time and resources to make this happen e.g. hold scheduled policy days (away from the office environment, include key stakeholders.		CPA assessment report ref 62, 111 (Objective 2)

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Objective 5 To develop and implement strategies to enable workforce planning and profiling.	<p>The team will be able to undertake workforce planning/profiling which will impact at strategic / corporate level.</p> <p>Improved succession planning business processes</p>	<p>Consider techniques available for workforce planning. Consider impact of HRMS and how this will assist workforce planning. Research good practice in other organisations. Implement a single succession planning process for uniformed and non uniformed staff which includes a breakdown of staff, their skills and future organisational requirements. Review the current recruitment and development policies and practices to ensure the process is 'smarter'</p>	MAIN BUSINESS PLAN OBJECTIVE 2 IPDS	
Recruitment Team				
Objective 3 To ensure that recruitment processes are non-discriminatory by monitoring and reviewing policies and procedures in place	<p>Profiling to produce information for use at a strategic/corporate level.</p> <p>Change the public's perception so that they better understand the role of a modern firefighter.</p>	<p>Conduct Equality Impact Assessments on significant procedures and processes. Introduce qualitative feedback from successful/unsuccessful applicants Research good practice from outside WMFS (other fire authorities, partners and external organisations) Develop a communication/ promotional strategy aimed at increasing workforce diversity and raising the educational and skill standards of people applying to join the WMFS.</p>	<p>DEPARTMENTAL OBJECTIVE 8 Applicants Perception of Intervention</p> <p>DEPARTMENTAL OBJECTIVE 9 Transparent Selection process</p>	CPA assessment report ref 64, 66 (Objective 5)

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Personnel Section				
Objective 1 Work life balance/ Home working To create a motivated and loyal workforce by ensuring systems are in place to accommodate the needs of employees in terms of their work-life balance by introducing flexible work patterns where required.	To establish firm policies for flexible working to include separate guidance on home working. Ensure flexible working arrangements are more widely available to all staff as appropriate to help ensure increased work life balance	To promote the value of flexible working through training focus groups, team briefings, workshops in order to ensure culture change throughout the organisation. Station visits. Evaluate pilot programmes for home working already in place and produce a roll out programme for all personnel in the organisation. Introduce flexi time working for non-operational uniformed staff with clear business rules	MAIN BUSINESS PLAN OBJECTIVE 3 Cultural Change	
Objective 2 IPDS To introduce competency based job descriptions and person specifications for uniformed staff.	To replace existing job descriptions and person specifications for uniformed staff with new role maps in line with national guidance on IPDS.	Develop and introduce role based job descriptions and person specifications	MAIN BUSINESS PLAN OBJECTIVE 2 IPDS	
Objective 7 HR Strategic Priority 6 Developing the skills and capacity of the workforce by reviewing the level of support services required by the Service in line with the new duty system and shift pattern for station based personnel.	To adjust the level of support services in line with the requirements of the Service as identified by the review.	Review current workloads and responsibilities within the personnel section to assess opportunities for devolvment. Improve the service personnel officers provide to Boroughs and Departments <ul style="list-style-type: none"> • Consultation to determine needs and wants • Analyse demand and expectations • Analyse ability to meet demands and expectations • Undertake a cost/benefit analysis • Develop a pilot scheme for 		Objective 1

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		home working <ul style="list-style-type: none"> • Produce a formal home working policy • Communication of flexible working arrangements available to staff. 		
Assessment Team				
Objective 3 Deliver a local selection process to move people from Watch Manager (A) to Watch Manager (B)	To provide a suitable means to enable watch managers to move from pay scale A to pay scale B.	Design and implement a fair and transparent selection process to enable watch managers to progress within the watch managers role.	DEPARTMENTAL OBJECTIVE 9 Transparent Selection Process	
Training and Development				
2. Maintain the Brigade Training Plan. HR strategic Priority 1 Developing Leadership Capacity. HR strategic Priority 2 Developing the skills and capacity of the workforce.	Report to Director HR. Plan amendments.	Review the WMFS training plan on a quarterly basis. Update the plan in accordance with the outcomes of: <ul style="list-style-type: none"> • Brigade's integrated planning process, • IRMP, • Requirements created by legislation, regulations or national strategies, • individual training needs identified through IPDR, HR department capacity planning targets. 	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP	Objective 22
Objective 3 Carry out Equality Impact Assessments (EIA) on the Learning and Development Strategy and all Training and Development programmes. HR Strategic priority 3 Developing the Organisation.	EIAs completed and any actions identified incorporated in the HR Department's action plan. Ensure that diversity issues are truly mainstreamed into managing performance and that workforce diversity issues are tackled.	EIAs carried out on: <ul style="list-style-type: none"> • the Learning and Development Strategy • FF phase 1, 2 and 3, • SMDP, • MMDP, • StMDP, • WPA and IPDR, • Operational Training, • Driver Training, • Technical Rescue 		CPA assessment report ref 64, 66n (Objective 6)

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		Training, • 1.10 Command Training,		
Objective 7 Ensure that Management Development programmes have appropriate accreditation	SMDP, ILM endorsement status, MMDP, ILM endorsement status, StMDP, external quality assurance confirming programme fits with national strategy Improved induction, training and development for elected members. Improved development of the capacity of existing top teams. Development Programmes and approach to learning contributes positively to the improved effectiveness of the Brigade.	Supervisory Management Development Programme (SMDP) to achieve ILM endorsement. Middle Management Development Programme (MMDP) Fully documented programme, achieve ILM endorsement. Develop and implement a Strategic Management Development Programme (StMDP) for 3 rd tier managers Fully documented programme produced, Approach externally quality assured. Develop and implement a Strategic Management Development Programme for: Fire Authority Members Corporate Managers Carry out an impact analysis on all management development programmes of the national leadership strategy.		CPA assessment report ref 72 (Objective 21)
Objective 8 Sufficient FFs completing phase 1 and phase 3 training to satisfy HR capacity targets HR strategic Priority 2 Developing the skills and capacity of the workforce	160 FFs completing phase 1 training in 2006. Capacity for a further 40 FFs in 2006 and first quarter of 2007. recommendations to allow improvements in WPA recording in phase 1 training 100% of FFs complete NVQ and achieve qualified status within 24	Provide sufficient phase 1 trained FFs to satisfy the HR department's capacity planning target Provide a phase 1 training plan that takes appropriate account of fluctuations in the capacity planning target. Feasibility study carried out		CPA assessment report ref 60, 63 (Objective 3)

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
	months of starting phase 3 training.	and recommendations produced in respect of using pdrpro for recording Phase 1 FF WPA FFs to complete NVQ programme within 24 months of starting phase 3 training.		
Objective 9 Implement IPDR and WPA processes for all WMFRS staff. HR strategic Priority 1 Developing Leadership Capacity. HR strategic Priority 2 Developing the skills and capacity of the workforce.	Accurate report on IPDR and WPA use. Appropriate training programme produced. IPDR and WPA being used by 100% of staff Ensure IPDS is embedded in the organisation to enable effective management of individual performance.	Review current status of Individual Performance and Development Review (IPDR) and Workplace Assessment (WPA) process implementation Provide new training programmes targeted at areas where: Assessor, WPA, IPDR, implementation is incomplete Training programmes for: Assessors, WPA, IPDR, implemented.	MAIN BUSINESS PLAN OBJECTIVE 2 IPDS	CPA assessment report ref 63, 64 (Objective 4 Complete the implementation of the IPDR process across all roles in WMFS) (Objective 22)
Objective 14 Implement the Driver Training Strategy. HR strategic Priority 2 Developing the skills and capacity of the workforce.	No appliances taken off the run due to lack of either trained drivers or officers	Implement the driver training strategy providing sufficient drivers in all locations to allow the IRMP and CP department strategies to be delivered effectively and efficiently.	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP	
Objective 15 Improve the quality of the resources provided to support staff in developing management and technical skills.	Improved e learning facilities and programmes. Learn pro available to all operational staff. FF Development Programme on line resource available to all operational staff. Corporate risk management learning resource available to all managers.	Review the effectiveness of our existing e learning contract. Implement the Learn Pro system. Implement FF Development Programme on line resource package. Develop a resource to support learning about corporate risk management.		Objective 21

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
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Performance and Planning (including Partnerships)				
Objective 1 Prepare the Brigade for the three elements of CPA Future Assessment 2006/7	Maintain a "Good" CPA Rating	Service Assessment (Operational Assurance) Use of Resources (VFM) Direction of Travel (Service Improvement)		
Objective 3 To ensure Business Risk management policy, strategy and application is constantly improved	To have developed awareness and have an embedded culture of risk management throughout the Organisation. All staff are risk aware and capable of using basic risk management skills, tools & techniques supported by managers with developed expertise	To carry out comprehensive review of the Risk Register Process following this year's Annual Corporate Risk Meeting To maintain competency training for key roles (where personnel change) in the organisation to lead and support on risk management. Build awareness through Mgt briefings newsletter and input to staff development processes so staff feel able to raise risk issues and are confident that their concerns/ideas will be heard and acted on. To develop a toolkit to support application of Risk Management processes both in Strategic and day to day business at the operational rather than strategic level Operational Management work. Review of Policy and Standing Order 22/07 to determine its effectiveness and integration into business planning, partners and supply chain.		CPA assessment report ref 55, 72 (Objective 5)

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
Objective 4 Raise awareness and ownership of the performance management framework	Increased awareness and ownership of performance management across the organisation	Develop a performance management communications strategy in conjunction with the internal communications manager, to enable managers to further develop Performance Management within the organisation	MAIN BUSINESS PLAN OBJECTIVE 7 Performance Management	CPA assessment report ref 48, 73, 77 (Objective 6 Embed the performance management framework across the authority, to sustain and improve performance in all national and local PI's)
Objective 7 To provide and implement an effective scrutiny process, which ensures the Fire Authority knows how well WMFS is performing against planned outcomes	The Authority compares performance against planned outcomes. Elected Members check and challenge progress and are actively involved in managing performance	Review the current process of scrutinising and reporting performance management information to corporate board and elected members Following the review make recommendations for how/what information is cascaded to staff and elected members (to include causal links) Establish a formal meeting cycle between P&P and elected members (performance management) to ensure Members are provided with the context behind any reports produced. Deliver a workshop to Elected Members: "Managing Performance".	MAIN BUSINESS PLAN OBJECTIVE 7 Performance Management	CPA assessment report ref 73, 74 , 77 (Objective 7 Ensuring the authority knows how well it is performing against planned outcomes)
Objective 9 Integrated Planning Process	Improved integration of planning processes to ensure successful completion of objectives	Review current integrated planning process with key stakeholders Make improvements to Standing Order 22/6 following the review Ensure any lessons learned following the review are factored into workshops planned in	MAIN BUSINESS PLAN OBJECTIVE 7 Performance Management DEPARTMENTAL OBJECTIVE 21 Integrated Planning Process	

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
		objective no. 4.1.3		
Objective 10 Capacity Management	Improved performance in establishing priorities and resource requirements in development of action plans	Review current arrangements and processes for Capacity Management. Research and develop more effective Capacity Management processes for introduction and use. Develop a programme to introduce and implement the new / improved processes used for capacity management.	MAIN BUSINESS PLAN OBJECTIVE 7 Performance Management DEPARTMENTAL OBJECTIVE 24 Capacity Management	
Objective 11 Brigade Restructure Review	Confirmation that restructure project objectives achieved	Produce and submit a Corporate Board report detailing how a post implementation review of the management restructure and implementation of Borough Commanders, is to take place. Following Corporate Board approval, establish a review group to conduct the post implementation review		CPA assessment report ref 48, 73 (Objective 4 To annually review and report upon the performance of Borough Commanders)
Objective 12 Organisational improvements in the support and monitoring of partnership working across both Operational and Support Units	Update the current Corporate Strategy – Standing Order 22/02	Borough Commander's MOT Revise SO 22/02 Review Current Audit process & prepare for partnership audit 2006 Develop a strategy for managing partnership finance to be incorporated into SO 22/02 Develop a joint PR / Sponsorship strategy, to be incorporated into SO22/02		CPA assessment report ref 60, 77 (Objective 1.1)

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
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Objective 13 Maintain a structured and centrally co-ordinated framework for partnership working arrangements across the brigade.	Introduce via SO22/02 a formal Partnership Database held within TRACS.	Prepare information and data ready for inclusion in phase 1 of the database. Creation of actual Database to be held in TRACS. Maintain contact and discussion with ICT Applications Manager with reference to appointing a new project co-ordinator. Transfer of information and data from Interim System to actual database.		CPA assessment report ref 60 (Objective 1.2)
Objective 15 To capture and share good practice	Capture and measure the benefits afforded to the community and the Brigade through Partnerships	Interim report to be presented to CB. Regular feature article in Firepower. Partnership Event – a networking event for all our active partners & potential partners. Fire Service College: as a visiting lecturer on the SMMCS increasing support to other Brigades through the FS College.		CPA assessment report ref 60 (Objective 1.4)

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Technical Services				
Objective 9 Appliance & Equipment Review	Full review of equipment carried on PRLs to ensure fit for use purpose under PUWER and in support of CFS equipment for fulfilment of IRMP and National Framework Document.	Establishment of project and focus group to undertake review using Prince 2 Methodology, assisted by Community Protection as senior user. Report findings to CP. Provide a methodology on recording the use of equipment under Low, Medium and High criteria. High = Life Saving/preserving and extrication. Medium = Important ancillary, ie PPV,VLPP, Access etc Low = Small gear, hose		
Objective 19 Procurement Training and Development	A Defined skill set for each person with procurement responsibility both within Supply Chain and the wider organisation. • Supply Chain – Qtr 2 • Brigade – Qtr 4 • Identify Skills Gaps • Supply Chain – Qtr 2 • Brigade – Qtr 1 07/08 • IPDS process implemented in Supply Chain - Qtr 2	Skills matrix listing role types and skill sets relating to role types. Completed IPDS paperwork for all Supply Chain Staff.	MAIN BUSINESS PLAN OBJECTIVE 2 IPDS	
Objective 20 Measuring Procurement Performance	A suite of performance indicators that demonstrate procurement performance. Qtr 4	A standard method of recording and reporting procurement performance.	MAIN BUSINESS PLAN OBJECTIVE 7 Performance Management	

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
Objective 21 Risk Management <ul style="list-style-type: none"> - Business Continuity - Supply Chain - Section 	Assess the risk of supply chain failure for each provision. Qtr 3 Produce a Supply Chain	Documented Business Continuity Plan for Supplies Documented Business continuity plan for the Section	MAIN BUSINESS PLAN OBJECTIVE 1 IRMP DEPARTMENTAL OBJECTIVE 29 Procurement Efficiencies	
Objective 22 produce an e-procurement strategy with supporting business case	An e-procurement strategy approved by Corporate Board. Qtr 4 An Implementation Programme 2007/8	Documented e-procurement strategy and business case. Documented Implementation programme	DEPARTMENTAL OBJECTIVE 29 Procurement Efficiencies and 43 System Integration	
Objective 25 IPDS Implement the IPDS process	All staff have Targets aligned with business objectives and personal development plans.	Completed IPDS paperwork.	MAIN BUSINESS PLAN OBJECTIVE 2 IPDS	
Objective 26 HQ relocation Ensure Procurement contributes to the HQ relocation project	Procurement influence the spend relating the the new HQ. Timing Dependant on HQ project	A nominated supply chain support person for the HQ project.	MAIN BUSINESS PLAN OBJECTIVE 5 HQ Relocation	
Objective 27 Prepare Stores for HQ relocation	Stores are ready to move to the new HQ when required. Timing dependant on HQ project	A firm requirements document detailing the needs from the new building. Existing storage and stock minimised where appropriate.	MAIN BUSINESS PLAN OBJECTIVE 5 HQ Relocation	
Objective 28 Computerised tracking of operational equipment	More robust approach to tracking and testing of operational equipment Less staff time spent administering paper based process Qtr 2	A fully computerised system that provides users with a full history of purchasing, and maintenance of equipment.	DEPARTMENTAL OBJECTIVE 43 System Integration	

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
Objective 29 Review the transport requirements of the Brigade	A transport system that reflects the needs of the Brigade including the provision of 24/7 stores support. Qtr 4	An analysis of current activity. Agreement with Departments on transport requirements. A Recommendation on the future structure of the transport provision.	DEPARTMENTAL OBJECTIVE 29 Procurement Efficiencies	
Objective 31 Improve Quickorder System	Quick order reformatted in a more user friendly way. Qtr 2 Users find products on Quickorder more easily. Qtr 2 Information about Purchasing is available through Quickorder Qtr 3	Revised Quickorder screens	DEPARTMENTAL OBJECTIVE 29 Procurement Efficiencies	
Objective 32 Pilot e-tendering via the Blue Light and OGC database	A decision on whether e-tendering via the Blue Light portal offers vfm.	A report on the benefits of the pilot.	DEPARTMENTAL OBJECTIVE 29 Procurement Efficiencies	
Objective 33 Purchase Plans - Establish a programme of Procurement plans	Agreed procurement plan with key customers Qtr 4	A documented programme of customer meetings. Completed procurement plans for key customers	DEPARTMENTAL OBJECTIVE 29 Procurement Efficiencies	
Objective 53 Planning for and responding appropriately to all emergencies Maximising the benefits from the latest technology	The replacement of the current three demountable Command Units with three self propelled Command Support Vehicles. Improved C&C capabilities Enhanced user confidence	Project management of Identification of end user requirements Procurement of body build Development and delivery of ICT application Development and delivery of Training requirements Vehicle delivery to nominated stations	DEPARTMENTAL OBJECTIVE 47	

Department Action Plan Objective 2006/07	Performance Target (Outcome)	Intended Action (Output)	Main Business Plan/ Departmental Objective	CPA Service Improvement Plan Objective
Objective 56 Caring for the health, safety and welfare of all our people	Provide hearing protection for HP operators working on the pulpit while maintaining fireground communications	Research and introduce a communications system between cage and pulpit using "Active Noise Reduction" for the pulpit operator and maintain fireground radio communications	MAIN BUSINESS PLAN OBJECTIVE Health and Safety DEPARTMENTAL OBJECTIVE 17 Fireground Information	
Objective 75 Automatic Vehicle Location	Location tracking of operational vehicles	Installation of GPS receivers & MDT software to provide automatic vehicle location updates to MIS. This occurs in conjunction with MDT replacement.	DEPARTMENTAL OBJECTIVE 34 Automatic Vehicle Location	
Objective 95 ICT Service/Support Improvement	Improved ICT Service/Support Management	Review hours of cover required and how best to meet requirements Review of ICT Strategy Consultation & Prioritisation of System Application Developments – <ul style="list-style-type: none"> • Initial creation of list • Ongoing moderation based on new requests and changing circumstances 		Objective 6

2006/07 Departmental Objectives not found in Departmental Action Plans

- 12. Biometrics**
- 16. Low Satisfaction**
- 23. Firefighters' Pay Formula**
- 27. Community Fire Safety Vehicles**
- 36. Firelink**
- 39. Technical Rescue**
- 41. Climate Change**
- 42. Age Legislation**