

## **WEST MIDLANDS FIRE SERVICE**

### **PERFORMANCE MANAGEMENT FRAMEWORK**

#### **1. POLICY**

It is the policy of West Midlands Fire and Civil Defence Authority to continuously improve the quality of service provided to the communities of the West Midlands. The Brigade recognises that effective performance management is a key component in achieving this policy.

Performance management can be defined as taking action in response to actual performance to make outcomes better than they would otherwise be. This performance might be at an individual, watch, station, department, corporate or community level. This is achieved by setting goals and creating the right measures and targets to stretch and motivate. Reviewing performance against these measures and targets and enabling ownership and accountability at the right level ensures performance is continuously improved.

#### **2. STRATEGY**

##### **2.1 Responsibility for Performance Management**

Performance management is the responsibility of all managers within the organisation. The Performance and Planning, Administration, Community Protection, Finance and Human Resources Departments use various tools to assist managers in specific elements of the overall performance management framework of West Midlands Fire and Civil Defence Authority.

##### **2.2 Comprehensive Performance Assessment**

Comprehensive Performance Assessment (CPA), introduced to Fire Authorities in 2005, has performance management as one of its cornerstones. CPA involves internal and external assessment of how well the West Midlands Fire and Civil Defence Authority performs and helps improve the service we deliver to the communities of the West Midlands. Standing Order 23/02 provides more information regarding this process and its impact on the Fire Authority.

##### **2.3 An Overview of the Performance Management Framework**

Appendix 1 of this Standing Order provides an overview of West Midlands Fire Service Performance Management Framework.

#### **3. PROCEDURES**

##### **3.1 The Role of the Performance and Planning Department**

The Performance and Planning Department supports and enables individuals, stations, sections and functional departments to improve and develop their performance. The Department will do this by measuring and reporting on performance variances and advising management on options. Performance will be measured against Standing Orders and business rules, agreed targets, action plan objectives and project deliverables. Good practice, innovation and learning opportunities will be communicated in an open and systematic way throughout the organisation.

### **3.2 The Role of the Administration Department**

To assist managers in setting priorities and comparing their performance against others the Administration Department facilitate the setting of targets for existing performance indicators and analyse data regarding progress towards achieving these targets. The Administration Department is also responsible for the production of the Best Value Performance Plan and Business Plan which details the priorities for the West Midlands Fire and Civil Defence Authority and its progress towards achieving these priorities. In addition, it is a statutory requirement for West Midlands Fire Service to conduct Best Value Reviews (BVRs). These reviews are carried out by the Best Value Team of the Administration Department, in conjunction with the function under review, and these reviews form part of the overall performance management framework.

### **3.3 Performance Management and Active Intervention Monitoring**

A process of Active Intervention Monitoring (AIM) has been developed by the Community Protection Department and involves Duty Command Officers attending incidents to monitor the practical application of processes, procedures and equipment. As a consequence, individual performance related issues will be identified through this process. Opportunities for development and evidence relating to demonstration of competence in the workplace will be recorded and forwarded to the manager responsible for the relevant individual's development. AIM will therefore subsequently support the IPDS process. Separate policies and procedures exist which support AIM. These are referenced later in this Standing Order.

### **3.4 Training Readiness and Community Safety (TRACS)**

The TRACS system is an intranet based tool for inputting and monitoring activity for training, prevention based activity and operational readiness work.

This system is the method by which the performance inputs and outputs in training, prevention based activity and operational readiness can be measured for quantity and type.

### **3.5 Performance Management and Individual Performance**

Individual performance will be managed using 'Individual Performance and Development Reviews' (IPDR). IPDR will be fully implemented by 31<sup>st</sup> April 2006. A description of the IPDR process is on the Training Centre Intranet site. The Programme Support Office have details of the implementation plan for IPDR and workplace assessment.

### **3.6 Responsibility for Managing Performance**

It is the shared responsibility of individuals, stations, sections and functional departments to develop and monitor the implementation of the policies and procedures which deliver the Vision, Mission and Corporate Aims of the Fire Authority. These policies and procedures are contained in the Best Value Performance Plan and Business Plan, Station and Departmental Action Plans, Standing Orders and specific project documents. These documents set standards with regard to the levels and quality of service the Authority and local communities can expect. They are the standards against which the performance of individuals, stations, sections and functional departments will be reviewed.

### **3.7 Adhoc Performance Reviews/Facilitation Requests**

On occasions, individuals, stations or functional departments will require the Performance and Planning Department to carry out adhoc performance reviews of particular processes/functions or may require a workshop/meeting to be facilitated.

All such requests should be made through the Head of the Performance and Planning Department to ensure existing deadline dates within the department will not be compromised and that resources are available to complete these requests to an acceptable standard.

## **4. CROSS REFERENCES**

Standing Order 01/09	Project and Programme Management Process
Standing Order 15/06	Active Intervention Monitoring
Standing Order 22/06	Integrated Planning Process
Standing Order 23/02	Comprehensive Performance Assessment (CPA)
Standing Order 23/03	Setting Targets
Standing Order 23/04	Performance Management Information
Standing Order 23/05	Best Value
Standing Order 23/06	Performance Review of Incident Command (PRC)
Standing Order 23/07	Performance Review of Station Management (PRSM)
Standing Order 23/08	Significant Incident Audits
Standing Order 23/09	Quality Assurance/Audit of Significant Projects
Operational Procedure Note No.2 - Operational Command and Control at Incidents.	
Fire Service Manual Volume 2 Fire Service Operations - Incident Command.	
Health and Safety at Work Act 1974	
Management of Health and Safety at Work Regulations 1992.	

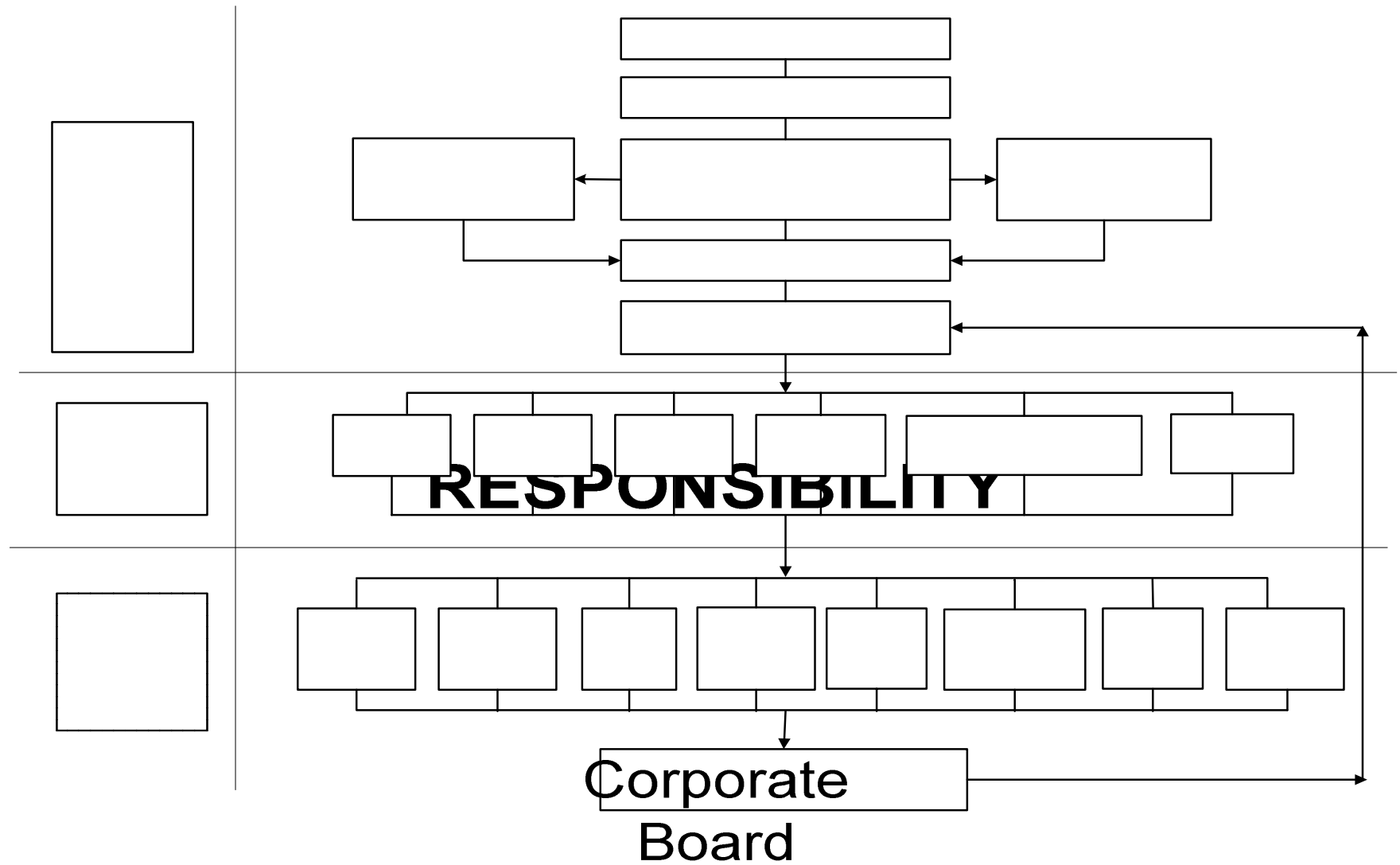
## **5. RESPONSIBILITY AND REVIEW/AMENDMENT DETAILS**

### **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 Service Delivery Improvement Manager, Performance & Planning Department, January 2005. Review due January 2006.



Statistics

Stations/  
Departments

**PLAN**