

QUARTER TWO JULY - SEPTEMBER 2011**PROGRESS AGAINST CORPORATE ACTON PLANS**

The key below has been used to provide an overview of how each objective is progressing:-

Ahead of Schedule	One or more milestones completed ahead of expected dates and performance measures exceeding expectations
On Schedule	All milestones completed or planned to complete on schedule
Behind Schedule	One milestone has not been completed on schedule however all others are on schedule and overall plan remains unaffected
Off Schedule	More than one milestone has not been/will not be completed on schedule and plan needs revising

QUARTER TWO JULY - SEPTEMBER 2011

Corporate Acton Plan

1. Vulnerable People & Safety In The Home

Corporate Action Plan Lead

Phil Loach/Mac McGregor

The Action Plan to deliver this objective aims to put in place processes that will ensure the effective targeting of our vulnerable people across the West Midlands and will enable our staff to work with them more effectively. In addition the aim is to increase Safety In The Home of our vulnerable people through revising our policies and approaches for both low risk and high risk (vulnerable) households.

Behind Schedule

One milestone has not been completed on schedule however all others are on schedule and overall plan remains unaffected

Question

Progress made

Problems encountered/overcome

HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER?

Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified

The first two quarters have seen a reduction of 3.4% in accidental dwelling fires and 4.4% reduction in injuries from accidental dwelling fires.

19022 Home Safety Checks (HSC) have been completed in the first 2 quarters.

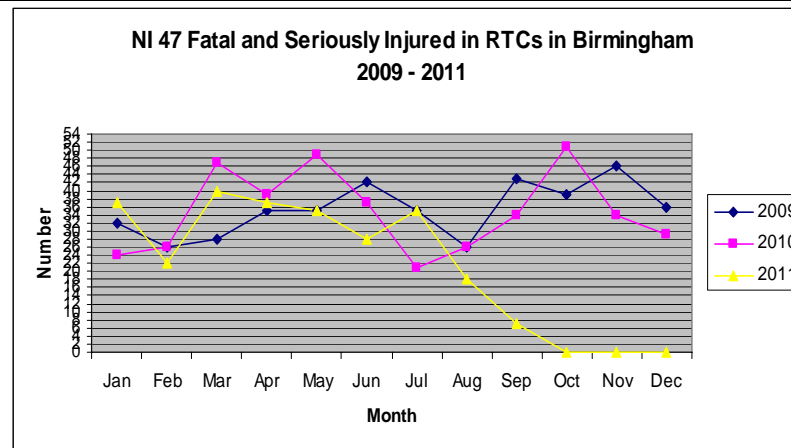
A proportion of the Vulnerable Persons Officer (VPO) leads have received Safeguarding training.

Due to our successes in targeting vulnerable individuals, there have been fires where we have had previous engagement. Learning outcomes have been recognised and actioned to improve our services.

Not all VPO leads have taken on this training.

	<p>Developed and implemented the Home Safety Check Service (milestone 2) – A Targeting Vulnerable People methodology has been issued. The IT support system is due to go live in November.</p> <p>5% HSCs quality assured and recipients of the service consulted</p> <p>Serious Incident Review (SIR) process – is currently in the pilot stage. Several reviews have taken place and any key feedback information identified has been actioned. A formal review will take place in the 3rd quarter.</p>	<p>The new system is now overdue. Additional resources have been sourced to finalise the project to ensure it is delivered in November.</p> <p>There has been are number of communication issues with the SIR process. These will be taken into account in the formal review.</p>
<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>	<p>Changes may need to be made in future months to align with the Building upon Success recommendations.</p> <p>The SIR process review will show a number of changes after the formal review. A Standing Order will be issued.</p>	
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>Full implementation of new HSC process (November).</p> <p>Increased referrals from partner agencies providing quality referrals for those individuals who are deemed to be vulnerable.</p>	<p>Training of all Crews relating to new HSC software.</p>

<u>QUARTER TWO JULY - SEPTEMBER 2011</u>		
Corporate Acton Plan	2. Road Safety	
Corporate Action Plan Lead	Phil Loach/Mac McGregor	
The action plan to deliver this objective aims to promote further Road Safety work across the region through the design and implementation of education packages, partnership working, raising awareness and sharing of information.		
On Schedule	All milestones completed or planned to complete on schedule	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	Performance to date January to September NI 47 – people killed or seriously injured. Jan – Sep 2010 669 Jan – Sep 2011 601 Reduction 10.2% NI 48 –Children killed or seriously injured Jan – Sep 2010 121 Jan – Sep 2011 106 Reduction 12.4%	



Milestone 2 July 2011 -Create opportunities for brigade personnel to gain formal Road Safety qualifications. Raising our profile level of expertise in this area.

Applications have been submitted for the Road Casualty Reduction Team (RCRT) to become members of the Instituted of Road Safety Officers.

Milestone 3 July 2011 - Provide volunteers to deliver road safety messages

West Midlands Fire Service (WMFS) volunteers have been working alongside fire service personnel delivering road safety education throughout the summer at large profile road safety events and open days etc. An application has been made to the West Midlands Road Safety Partnership (WMRSP) to provide £21,000 towards the management cost of the WMFS volunteer's scheme.

Milestone 5 July 2011 - Develop a Road Safety culture amongst our own workforce across all personnel that are affected in the course of their duties, involving the use of

	<p>Brigade vehicles and their own private vehicles.</p> <p>Andy Cattell & Paul Guyver from the RCRT have attended several H&S meetings and highlighted the requirements of Occupational Road Risk legislation relating to brigade vehicle usage. This work is on going.</p>	
<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>	No changes necessary at this stage.	
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	The RCRT are working hard to secure further funding via the WMRSP – an unopposed proposal was submitted to the Road Safety Board on the 29 th September 2011 applying for £160,000 for 2011 – 2012.	

QUARTER TWO JULY - SEPTEMBER 2011		
Corporate Acton Plan	3. Arson and Anti Social Behaviour	
Corporate Action Plan Lead	Phil Loach/Mac McGregor	
The action plan to deliver this objective aims to put in place interventions that will help to manage the number of arson fires across the command areas. This will be achieved through the use of tasking groups, policies for managing derelict building, fly tipping and abandoned vehicles and in particular an evaluation of needs and best practice.		
On Schedule	All milestones completed or planned to complete on schedule	
Question	Action Complete	Issues/Problems
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	<p>Despite the increase in the number of derelict and void buildings, the management systems currently in place across the organisation are having a positive effect in preventing a greater increase in the number of fires for PI 6.</p> <p>PI 7 Current agreement with Local Authorities for the removal of abandoned vehicles within 3 days continues to have a significant positive impact on the number of arson vehicle fires. This is further supported by the local referral systems employed across the commands.</p> <p>Whilst it would appear from performance data that there are 3 areas of concern (PI 4, 6 & 8), further analysis has identified PI 4 and PI 6 to be</p>	<p>Significant issues currently exist in the Kings Norton Ward of Birmingham regarding a 5 year plan for the clearance of properties.</p> <p>Due to the current economic climate there may be pressure for local authorities to withdraw their services for the removal of vehicles in a timely manner.</p> <p>PI 4 Pinson Road Willenhall Multiple incidents over a 12 month period led to action by Fire Service, Police, Walsall Housing Group and Local Area Manager to install a</p>

	<p>the focus for further investigation by the Arson Task Force and Statistics.</p> <p>Despite the current economic downturn the number of fires in void properties that contribute to the PI 6 indicator have not increased which is testimony to partnership working activities and void building referral systems.</p> <p>PI 8 there are a number of initiatives across the brigade which include referral schemes, cycle teams and community engagement activities that continue to have a positive effect on this indicator. Effective inter agency liaison continues to be the major contributory factor in managing the number of Arson Rubbish fires.</p> <p>The Arson Task Force (ATF) has delivered a report to the Brigades Health and Safety Committee, proposing significant changes and recommendations as to how attacks on Firefighters are collated and managed.</p>	<p>Domehawk camera and covert surveillance by CID. The outcome was the removal of a tenant by Walsall Housing Group and arson fires of this nature have stopped.</p> <p>There may be a significant issue of insurance fraud associated with PI 4 due to the current economic down turn; this is being further investigated by the Arson Task Force.</p> <p>In the Kings Norton clearance zone, a significant issue exists with tenants setting fire to their own and adjacent properties to expedite their re-housing. Good practice previously undertaken in Dudley (North Priory), Walsall and Sheldon (Meadway) is to be considered for implementation in Kings Norton.</p> <p>PI 6 There may be a significant issue of insurance fraud due to the current economic down turn; this is being further investigated by the Arson Task Force.</p> <p>PI 7 These fires now tend to be sporadic and therefore difficult to target effectively.</p> <p>Figures for Vehicle fires may have been adversely affected by the recent civil unrest (15 fires), the majority of</p>
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		<p>which were in Birmingham.</p> <p>PI 8 In the Kings Norton clearance zone, a significant issue exists with tenants setting fire to rubbish and fencing around their properties. Good practice previously undertaken in Dudley (North Priory), Walsall and Sheldon (Meadway) is to be considered for implementation in Kings Norton.</p>
<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>	<p>Full co-operation and representation from all Command Areas.</p> <p>The milestone set for the completion of the annual review of protocols report has been delayed and was reprogrammed for completion by the 31st October 2011.</p>	<p>This report has been compiled by representatives from Birmingham, Walsall and Dudley and therefore does not reflect the specific issues in Coventry, Solihull, Sandwell and Wolverhampton.</p> <p>Two commands questionnaire returns are still outstanding for the review of protocols.</p>
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>The level two working group members would welcome the commissioning of an evaluation report by the Community Safety Team and the brigades evaluation officer regarding the effectiveness of cycle teams across the organisation.</p> <p>Implementation of agreed outcomes from the Arson & Anti Social Behaviour collaborative report.</p> <p>Implementation of agreed outcomes from the ATF report proposing significant changes and</p>	<p>Dudley Command no longer has a dedicated Arson Reduction Officer working on a full time basis. This position is now shared with Sandwell and due to capacity issues the individual will only concentrate his attentions to void and derelict buildings in the Dudley Area.</p> <p>Potential second dip recession</p> <p>Potential Public Sector strike action</p>

	<p>recommendations as to how attacks on Firefighters are collated and managed following approval by the Brigades Health and Safety Committee.</p>	<p>Further Civil Unrest</p> <p>Public sector job losses</p> <p>Internal downsizing following outcomes of the BUS programme.</p> <p>Realignment of Ward Boundaries.</p> <p>Changes to Local funding arrangements.</p> <p>Potential loss of the Arson Task Force.</p> <p>Increasing number of void properties and lack of investment opportunities.</p> <p>Increase in homeless people.</p> <p>Review of benefit systems</p>
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QUARTER TWO JULY - SEPTEMBER 2011

Corporate Acton Plan	4. Health and Wellbeing	
Corporate Action Plan Lead	Phil Loach/Mac McGregor	
The action plan to deliver this objective aims to work with partners to improve the health and well being of our communities and reduce the impact of potentially damaging lifestyles and behaviours of individuals.		
Behind Schedule	One milestone has not been completed on schedule however all others are on schedule and overall the plan remain unaffected.	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	Following the Department of Health ‘update’ on the consultation process to the Healthy Lives, Healthy People white paper, briefing papers have been issued and a webinar conducted in order to raise awareness and discuss the likely implications / opportunities to WMFS of the proposed changes.	Although an initial scoping exercise has taken place to collate WMFS activity that supports the health and wellbeing of our communities, further work to record this data and the development of a subsequent evaluation framework has been delayed pending the issue of a confirmed range of new Public Health Indicators. Details of this will be issued within the Public Health Outcomes Framework, now due by the end of the year.

<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>		<p>Many of the proposals in the level 2 plan revolve around the proposed changes to Public Health that were laid out within the White Paper. Although the consultation process has now closed, the key findings of this consultation process have yet to be circulated. Once issued, it may be necessary to amend the level 2 plan to reflect any changes in the national picture.</p>
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>A number of planning and evaluation workshops have been set up for November. These sessions will give advice and guidance on areas such as return on investment, social capital and recognising beneficiaries. This will support planned activity around the development of an evaluation framework to capture return from prevention based interventions.</p>	<p>Many of the changes proposed for Public Health require a change in legislation. This legislation has been incorporated into the ‘umbrella’ Health and Social care Act which has been delayed pending a review commissioned by the Prime Minister.</p> <p>Initial review of level 3 plans indicate that many interventions that support Health and Wellbeing have cross cutting outcomes and are being entered under other level 2 headings. This is not a significant issue as long as the benefits of interventions are well understood.</p>

<u>QUARTER TWO JULY - SEPTEMBER 2011</u>		
Corporate Acton Plan	5. Environment	
Corporate Action Plan Lead	Dave Walton/Mark Harper	
The action plan to deliver this objective aim to deliver services in a responsible and sustainable way to reduce the impact of our work on the environment.		
On Schedule	All milestones completed or planned to complete on schedule	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	<p>New standing order detailing our environmental strategy, principles and aims is now live.</p> <p>Elaine Debenham has been nominated as one of the top 33 Green Leaders within the West Midlands Region for her initiatives and actions.</p> <p>A contractor has been identified for installing photovoltaic panels on 17 proposed sites at a total cost of £837k.</p> <p>Continued carbon management board meetings are taking place to ensure progress on the Carbon Management Plan.</p> <p>Campaign on ‘using the van where you can’ – highlighting savings in fuel costs, wear and tear</p>	

	<p>expenses and carbon savings.</p> <p>39 staff at Transport Engineering Workshops (TEW) received smarter driving training from the Energy Saving Trust. Figures post training indicate a reduction of 18% in fuel consumption. This equates to an annual saving of approx £12,500 in fuel and 23 tonnes of CO2 per annum.</p>	
<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>	Not Applicable	
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	Not Applicable	

QUARTER TWO JULY - SEPTEMBER 2011

Corporate Acton Plan	6. Protection - Advise & Enforce	
Corporate Action Plan Lead	Dave Walton/Mark Harper	
The action plan to deliver this objective aims to develop current policies, to ensure the organisations ongoing ability to advise and enforce fire safety issues across the West Midlands in line with current legislation. As well as consulting and liaising with partners to achieve safer premises within the West Midlands and continue to improve the accuracy of information provided to crews.		
On Schedule	All milestones completed or planned to complete on schedule	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	<p>All four milestones due for reporting this quarter have been actioned/achieved, despite the considerable resource that was allocated to completing the BuS Protection Report.</p> <p>Milestone 2. Implementation of Workplace Assessment/Melio. Additional training on workplace assessment/Melio was provided to all Officers prior to go-live in late June 2011. A review date of January 2012 has been programmed to ensure that both elements i.e. workplace assessment and the recording of, are embedded in line with organisational expectations.</p>	<p>During this quarter considerable resource has been allocated to the production of the BuS Protection report which was presented to Programme Board on 23rd August 2011.</p> <p>This report was compiled with the support of all Fire Safety Managers and, despite this additional workload; good progress has continued to be made against the Level 2</p>

	<p>Milestone 3. Evaluation of Experian Business. Following a six month evaluation period, a report was compiled by Group Commander Adrian Sharp. Whilst recognising the benefits afforded by this data source, the decision not to renew the licence was taken on a Value for Money basis. Consequently the contract has not been renewed – this negates the relevance of milestone 6 scheduled for October 2011.</p> <p>Milestone 4. Review of training requirements. The review of future training needs for Fire Safety Officers has commenced in the light of feedback received from the current training programme, the work undertaken to update policy and guidance and the outcomes of the BuS report. The training provided by third party organisations has also considered. This work will continue and result in the development of a revised training programme for 2012/3 which focuses on the need for adherence to policy.</p> <p>Milestone 5. Protection Strategy for Olympics 2012. A level 3 Action Plan identifying the Protection function's methodology to risk reduction in the build up to the games has been produced by Group Commander Simon Baker. The plan has been circulated to all Fire Safety Officers and fed into the Authority's Olympic planning forum.</p> <p>In addition the EIA for this Level 2 plan has been reviewed, re-written and embedded within the</p>	<p>milestones.</p> <p>Although the review of Fire Safety training has commenced (milestone 4) the furtherance of this work has been compromised by activities associated with the BuS report. It is envisaged that any slippage will be addressed during the next quarter.</p>
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	latest version of the document.	
WHAT NEEDS TO CHANGE? Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?	<p>All milestones to date were considered realistic and have been achieved although continued reduction in staffing levels has resulted in re-prioritisation of other work.</p> <p>As a consequence of decisions made by Programme Board on August 23rd, the plan is currently being updated to incorporate those pieces of work that can be delivered through the corporate planning and reporting process e.g. closer links with BEST.</p> <p>Certain milestones are also being re-aligned to reflect slippage that has already occurred. For example, the production of certain policies relating to the Risk Based Inspection Programme (RBiP) has been re-scheduled to reflect the delay in gaining corporate approval to upgrade the RBiP system.</p> <p>As referred to above, milestone 6 relating to Experian Business Data is no longer relevant and has been removed.</p> <p>All changes will be version controlled and submitted to SPIRiT.</p>	Not Applicable
LOOK FORWARD What needs to happen over the next 3 – 6 months? Are there any new risks/issues that you can foresee?	<p>Please see above – ‘what needs to change’</p> <p>No new risks at this time although the risk log within the plan has been updated. Risks relating to resource requirements are managed by ensuring regular reviews against future milestones take place during Fire Safety Management meetings.</p>	Not Applicable

<u>QUARTER TWO JULY - SEPTEMBER 2011</u>		
Corporate Acton Plan	7. Innovative, Creative and Accountable Leadership	
Corporate Action Plan Lead	David Johnson/Tony Prosser	
The action plan to deliver this objective aims to develop leaders at all levels and support the organisation in attracting and retaining people with effective leadership skills. This will be achieved through the introduction of relevant learning modules and schemes, the consistent application of individual Personal Development Review and work place assessment, succession planning, career management and the availability of performance information.		
On Schedule	All milestones completed or planned to complete on schedule	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	<p>The final draft of the progression model for operational staff has been completed. Initial consultation has been carried out with rep. bodies.</p> <p>Review of Assessment Centre (AC) tools is now complete and new tools updated.</p> <p>A Competency Framework for non uniformed staff has been drafted.</p> <p>Continued support to managers has been provided on Leading in Managing Change and</p>	

	<p>appropriate behaviours. There has been an Increase in the quantity of Equality Impact Assessments being undertaken and support has been provided in their completion.</p> <p>Information has been collected from across the Command areas around Equality & Diversity (E&D) evidencing for the excellence framework.</p> <p>Won a national award from the Chartered Institute of Personnel & Development (CIPD) for managing E&D and cultural change within the organisation.</p> <p>Situational leadership: Engagement exercise with stations to explore the new learning required by firefighters and crew/watch commanders. This will enable a core progression of learning modules to be developed for all levels of staff.</p> <p>ACUA programme launched open to all employees with people management responsibilities to develop leadership skills.</p> <p>*Behind schedule Production of Fire Marshall course for Aston university staff and students with engagement from Best and CDC.</p> <p>Two Health and safety modules developed in collaboration with Safety, Health & Environment team.</p>	<p>Issue of IT/media resource to assist with production of 'flash' interactive module for Fire Marshall course. This was resolved by CDC multi media developers creating Interactive media (i.e. flash)</p>
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	<p>Ashridge seminar held at the Academy for Section heads and Managers</p> <p>I T trainer now established within the team</p> <p>I.HS live via Ecademy, to support technical knowledge via quiz bank</p>	<p>Consideration of security and information available to Aston University staff and students, resolved by cloning of Ecademy site. Thus, allowing learners to view applicable content.</p> <p>Enrolment issues with Aston University, due to e-mail address not created by Aston University ICT department.</p> <p>Problems encountered with quiz bank during August, which had an effect on the I.HS usage as a reference tool for Fire Service manuals</p>
<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>		
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>Formal consultation of progression model for operational staff.</p> <p>Trial and validation of new Assessment Centre (AC) tools.</p>	<p>Hazardous materials modules on hold due to limited specialist resources (i.e. photographic). Acetylene and Radiation to be completed.</p>

	<p>Understand the assessment process for the FRS E&D excellence framework.</p> <p>Long term business approach for external customers.</p> <p>Hazardous materials modules on hold, IT resource/s work now redirected to build other modules.</p> <p>Commissioning/priority process for Ecademy courses.</p> <p>Ops resource required either from Academy or as a secondment from station in the guise of advanced practitioners.</p>	<p>Long term business plan for external customers</p>
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<u>QUARTER TWO JULY - SEPTEMBER 2011</u>		
Corporate Acton Plan	8. Recognised, valued and engaged staff who are safe and healthy at work	
Corporate Action Plan Lead	David Johnson/Wendy Browning-Sampson	
The action plan to deliver this objective aims to develop reward and recognition packages, facilities to support our employees to achieve and maintain excellent health and safety at work and provide employment conditions that fully consider both the needs of the diverse workforce and of the Service.		
On Schedule	All milestones completed or planned to complete on schedule	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	Developed a process for outplacement. Embedded the 'Next Step' programme. Agreement reached with regional partners for redeployment / transfer of staff between FRS's. Policy drafted. Consultation with Rep. Bodies commenced. A suite of reward and recognition solutions that improve job satisfaction and performance: Streamlined, online approach for Child Care Vouchers	

	<p>Ongoing benefits of the Sports and Welfare Fund</p> <p>Ongoing use of Validium</p> <p>Discount scheme with Affinity</p> <p>Discounts at David Lloyd (gyms)</p> <p>Embed Integrated Personal Development System (IPDS) across the Organisation by implementing revised pay and grading structures:</p> <p>Progression of IPDS for Support staff has been drafted. Currently in consultation phase with internal stakeholders.</p> <p>Business Rules drafted and shared with Corporate Board.</p> <p>Supporting work packages shares and regular meetings set up to support the implementation of system.</p> <p>An improved team and regional approach to critical incident debriefing:</p> <p>Revised Standing Order drafted.</p> <p>Incident Support training arranged with external provider for October.</p> <p>Applications for attendance requested.</p> <p>10 delegates scheduled to attend.</p>	
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	<p>Meeting the statutory requirements of the Equality Act. Data collection for publishing requirements has been successful.</p> <p>Gaps are being identified for action or review.</p>	
<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>		
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>Implementation of outplacement workshops.</p> <p>Implementation of regional redeployment / transfer policy.</p> <p>Need to liaise with marketing to confirm details of publishing requirements under the Equality Act.</p> <p>Formal consultation completed with IPDS for support staff will lead to Implementation aimed towards April 2012.</p>	

<u>QUARTER TWO JULY - SEPTEMBER 2011</u>		
Corporate Acton Plan	9. Organisational Development	
Corporate Action Plan Lead	David Johnson/Tony Prosser	
The action plan to deliver this objective aims to develop effective working relationships and partnerships to support our people with the sharing of ideas, best practice and learning across professional and organisational boundaries.		
On Schedule	All milestones completed or planned to complete on schedule	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	<p>Reporting mechanisms reviewed and work commenced to update data collection in line with BuS reporting model (service delivery / service support data)</p> <p>Work commenced regarding ICT solution to replace current paper based ‘moves’ process.</p> <p>Have improved employee relations through active and effective employee engagement initiatives:</p> <p>Review of framework completed.</p> <p>Finalised feed back for the Trade Unions/Rep. Bodies.</p>	

	<p>Continue to review and ensure that the consultation process was fit for purpose.</p> <p>Build upon the transformation of Human Resources (HR) to be more proactive and solution focussed.</p> <p>HR Practitioners aware of need to maintain own development record. This will be managed through one to one and team meetings.</p> <p>Ongoing regular meetings/dialogue with manager to continue to support and challenge managers.</p> <p>Sharing advice to managers on a case by case basis considering impact and needs of individual, team and organisation.</p> <p>Ensuring that when appropriate escalation to senior managers.</p> <p>Completion of the Employee Opinion Survey 2011; with a 57% response.</p> <p>Pre survey awareness campaign on how we implemented the survey outcomes from 2009.</p> <p>Partnerships</p> <p>Currently exploring collaborative learning opportunities with Birmingham City Council with the intention of enhancing and growing the range of learning activities available. Currently</p>	
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	<p>working collaboratively with Jaguar Land Rover and Stourbridge College. Working with University of Wolverhampton with a view to gaining Higher Education credits for internal training.</p> <p>Investors in people (IiP)</p> <p>Certificate received stating WMFS commitment to achieving IiP.</p> <p>Meeting scheduled with IiP Assessor, meeting scheduled with Bob Morris from EMB Excellence for 14th October 2011.</p> <p>The Quality Assurance team are to visit Section/Dept heads to discuss IiP standards and collate information regarding areas where evidence exists.</p> <p>Debbie Whittingham contacted to gain access to Intranet to develop an IiP area to communicate the standards and inform where areas of the organisation contribute to meeting the standards.</p> <p>Senior and Principal Officer e-questionnaire for IiP completed and results distributed.</p> <p>Consultation paper distributed to Stakeholder Steering Group (STG) members – QA process for Learning & Development activities.</p>	
<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of</p>		

<p>your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>		
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>Results of the 2011 Employee Opinion Survey (EOS) will be shared; managers will need to respond to the issues raised in the 2011 Employee Opinion Survey.</p> <p>Exploration of collaborative opportunities with public sector principal partners.</p> <p>Organisational awareness of commitment to achieve Investors in People standard.</p> <p>Consultation with all departments within WMFS to identify all relevant supporting evidence towards the liP standard criterion.</p> <p>Stakeholder Steering Group.</p> <p>Progress of continuous improvement and evaluation process for learning and development activities.</p>	<p>Access to Intranet</p> <p>Impact of workloads</p>

QUARTER TWO JULY - SEPTEMBER 2011

Corporate Acton Plan	10. Our People and the services we provide reflect the needs of our Community
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Corporate Action Plan Lead	David Johnson/Preith Shergill
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The action plan to deliver this objective aims to ensure that effective strategies are in place to support the Service in developing a diverse workforce and ensure fairness and equality in our actions.

On Schedule	All milestones completed or planned to complete on schedule
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Question	Progress made	Problems encountered/overcome
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<p>HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER?</p> <p>Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified</p>	<p>Work experience pilot completed.</p> <p>Work commenced to investigate further opportunities for work placements including internships and graduate placements.</p> <p>Positive action events and L&D opportunities continue for employees through NWFS and AFSA.</p> <p>Diversity Quiz night was a success with employees and community people to raise awareness for Black History Month.</p>	
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<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>		
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>Current discussions about setting outcomes with marketing and operations around this indicator through objectives planning and Excellence framework.</p> <p>The Academy, Recruitment and Operations need to all look at setting their own indicators on this work.</p>	

<u>QUARTER TWO JULY - SEPTEMBER 2011</u>		
Corporate Acton Plan	11. Asset Management	
Corporate Action Plan Lead	Mike Griffiths/Kal Shoker	
The action plan to deliver this objective aims to ensure that all of our assets are appropriately community focussed, energy efficient and fit for purpose and are professional workplaces of which we can be proud.		
On Schedule	All milestones completed or planned to complete on schedule	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	<p>The Asset Management Plan was approved by the Authority, it has been implemented and progress is being made.</p> <p>Refurbishments at Walsall and Solihull fire stations have reached a practical completion date.</p> <p>The new Command Support Vehicle is currently under going the final inspection process and delivery is planned for the end of October 2011.</p>	<p>Walsall and Solihull fire stations refurbishment – some snagging issues to ensure correct quality which Estates are resolving with the contractor before settlement of the final account.</p> <p>Awaiting the outcome of Operational requirements for future appliance types.</p>
WHAT NEEDS TO CHANGE? Do you need to review the content of your plan due to changes in	<p>The upgrades to the drill tower training facilities are being reviewed and therefore on hold until suitable sites have been identified.</p>	

<p>circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>	<p>The next review of the Vehicle Replacement Plan (VRP) due in the first quarter of 2012 will have to be re-scheduled and take account of the current age profile of the fleet. The current replacement plan for Pump Rescue Ladder (PRL) is a 13 year life; this will have to be extended as appliances are already at this age.</p>	
<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>Support Operational requirements of the proposal to combine Cradley Heath and Halesowen fire stations.</p> <p>Re-set the age profile for PRL replacements in line with the outcomes of Operational requirements.</p> <p>The age of the current fleet will become an issue with regards to maintenance and major repairs becoming more intensive due to wear rates attributed to age.</p>	

<u>QUARTER TWO JULY - SEPTEMBER 2011</u>		
Corporate Acton Plan	13. Dealing Effectively With Incidents	
Corporate Action Plan Lead	Phil Loach/Pete Benkwitz/Gary Taylor	
Behind Schedule	One milestone has not been completed on schedule however all others are on schedule and overall plan remains unaffected	
Question	Progress made	Problems encountered/overcome
HOW HAS THE OBJECTIVE PROGRESSED IN THE QUARTER? Consider progress against performance measures, outputs and outcomes, activities, resources used and risks identified	<u>1. Site Risk Survey (SRS)</u> A review process for SRS has been proposed to Operations Commanders. The proposal was that all premises that scored six and above will be reviewed. ICT has now tested the automatic notifications for inspections and this will move into a live arena from 31/10/11 High rise workbooks on the intranet system will be utilised for recording reviews of the SRS. <u>2.Information gathering-</u> No progress is currently been made for this milestone. <u>3.Debrief system-</u> Debrief for June and July 2011 shows 100%	Live testing put back one month to the 31/10/11 due to technical issues. Approximately 14 sites across the brigade from 857 in total have had no work initiated, these are currently been followed up by the responsible Operations Commanders. This item is now on hold as the proposed work requested was not quantifiable at the time. Work streams included Flats inspections x 641 properties. Commercial industrial -number not known, High Rise hotel

	<p>return</p> <p>Significant progress has been made in what has now been called the “trigger points” for debrief to take place, this clearly sets the expectation and understanding as to when a debrief is required. In addition the time for a Debrief Report form to be returned has been reduced from 28 days to 16. A routine notice confirming the reduction in the reporting period was issued to the Brigade on the 1st October 2011.</p> <p><u>4.Risk Based exercise schedule</u> The ability to book exercises against known risks Brigade wide up to 12 months in advance is now available. The rationale for the exercise is now embedded and evidence of this is contained on the “Q drive”</p> <p><u>5. Operational competence</u> Significant work has been undertaken by Operations, Academy and Operational Support Group (OSG) to ascertain a clear picture of core competencies across operations. Station Commanders are attending the academy to observe simulated performance and feedback for personal and team development. Minerva and Hydra are now available for individuals to book via Global Training Courses (GTC) and this allows for individual attendance with the respective command group or attendance with other teams and individuals.</p> <p><u>6.Arrive To Perform (A2P)</u> Commissioning has been completed by</p>	<p>above 5 floors-number not known, mixed use buildings-number not known. Awaiting details from TOpS.</p> <p>The PORIS document was due to be released in 2011 but due to the Regional Fire Controls not being implemented then this document will not be released in its current format. No other updates available. It is now envisaged that this will not be completed for the remainder of 2011/12.</p> <p>Routine Notice completed.</p> <p>The trial of the electronic work book has not yet been initiated, but a trial workbook is being used at 15 pump exercises in both Coventry area 29th October and Birmingham North 30th October 2011.</p> <p>Exercise planning and delivery remains the responsibility of the station commander. This forms part of the Work Place Assessment (WPA) against units 2.1-2.3 inc, use of this rational has overcome misunderstanding of</p>
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	<p>Operations for A2P availability. A wide range of scenarios are now book able through GTC. The Academy has now taken responsibility for supporting Operations in the booking of Advanced Practitioners and resilience. This is viewed as a unique selling point for A2P.</p> <p>Debrief has been included within the “trigger points in actions 3 & 8, and a review is undertaken by Operations Intelligence on a monthly basis.</p> <p><u>7.Service wide risk</u> The PORIS document was due to be released in 2011 but due to the Regional Fire Controls not being implemented then this document will not be released in its current format</p> <p><u>9. Resource management/Mobilising.</u> The new Training, Readiness & Community Safety (TRACS) system will be based on the quick rooms booking system and allowing bookings for Off The Run activity in 30 minutes slots to respond to customer request. The user specification has now been passed to IT for completion.</p> <p><u>10.Olympic Preparation & Planning</u> Eleven sites have now been contacted and inspected; all plans and symbology etc are now available via SRS database. The Academy has been commissioned with producing Hydra/Minerva exercises against 3 of the more prominent sites.</p>	<p>responsibilities to deliver against the level 2. This remains on target and is monitored monthly but improvements in the quality of exercises can still be made.</p> <p>Developments in Melio and the future reporting suite will negate the need for individual station based spreadsheets</p> <p>The level of attendance across the brigade needs to be raised and currently does not reflect the wide range of facilities available at the Academy.</p> <p>GTC booking now available and being utilised by command groups.</p> <p>Core skills across the range are now been facilitated and delivered by the academy in partnership with Operations and details are available by individual command returns for specifics within each command.</p> <p>Crews are still identifying some issues with the booking of A2P's and more recently an unbalanced use of certain</p>
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	<p>An additional work stream within Birmingham has now been agreed with AC Taylor to deliver for the Brigade against the 4 pillars, the work was initiated on the 27th September 2011. Coventry Command has also initiated an Olympic Plan that is within its milestones and target dates.</p>	<p>Advanced Practitioners. Performance Info is being produced to monitor this position and an A2P Seminar is being presented on 16th November to address some of the practical issues associated with A2P.</p> <p>This is the subject of further discussions with legislative fire safety with reference to a <i>“system for prioritising or property types”</i>. As detailed in item 2 it is envisaged that this will not be completed for the reporting period 2011/12.</p> <p>To date three meetings have taken place: 20/4/11, 6/6/11 & 21/6/11. The draft user specification is now with IT but this objective is out of date for completion. A PowerPoint presentation will be available from ICT by 17th October for consultation with stakeholders. No date has been given by ICT with regard to the completion of the TRACS refresh and go-live.</p> <p>SRS coordination team and CAD have delivered on time and also started looking at</p>
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		<p>possible venue sites. The commissioning to the Academy was completed and they prioritised this piece of work to ensure delivery on time. Completed 30th June 2011.</p> <p>The Academy had initially planned 12 Olympic scenarios but this was reduced to 6 due to the lack of engagement with other agencies.</p> <p>Scoping of the work started at the end of September 2011 with fortnightly meetings agreed, with a completion date of the end of February 2012 agreed. The increase in workload for nominated officers in supporting and planning plus internal stakeholders is likely to increase in the next 3-6 months.</p>
<p>WHAT NEEDS TO CHANGE?</p> <p>Do you need to review the content of your plan due to changes in circumstances? Provide an overview here. *Remember to update your plan accordingly and re-submit to SPIRiT?</p>	<p>Agreement between TOpS and Operations needs to be achieved in terms of the roles and responsibility for delivery of future Olympic Venue Operating Plans.</p>	

<p>LOOK FORWARD</p> <p>What needs to happen over the next 3 – 6 months?</p> <p>Are there any new risks/issues that you can foresee?</p>	<p>Maintenance of current impetus and liaison with TOpS on a weekly basis.</p> <p>The Assurance document that will have to be submitted to Central Government may require re focus to achieve delivery and compliance.</p>	<p>Fortnightly meetings with AC Taylor continue to inform of progress against the plan for Operations.</p> <p>Meetings with Operations Commander Towers and Gcdr Sowden continue on a weekly basis with effect from the 1st July 2011 - 30th Sept 2011 inclusive.</p> <p>AC Benkwitz is leading on the Olympic project and will direct accordingly.</p>
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