

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**EXECUTIVE COMMITTEE**

**22<sup>ND</sup> MAY 2006**

1. **A REPORT OF THE OUTCOMES AGAINST ACTION PLAN OBJECTIVES UP TO 31<sup>ST</sup> MARCH 2006**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Committee note the progress made against specific key Action Plan objectives up to the year end 31<sup>st</sup> March 2006.

2. **PURPOSE OF REPORT**

This report is submitted to inform the Committee of progress made against the following Action Plan objectives/recommendations as at 31<sup>st</sup> March 2006:

- 2.1 Service Improvement Plan 2005-06, specifically progress towards objectives following Comprehensive Performance Assessment (CPA). These objectives are highlighted in yellow within the Service Improvement Plan.
- 2.2 Ten Year Scan and Departmental Objectives for 2005/06.
- 2.3 Outstanding recommendations following Best Value Reviews of:
  - 2.3.1 Employment Services and Litigation
  - 2.3.2 ICT
  - 2.3.3 Property Management

3. **BACKGROUND**

- 3.1 This Report is the final update to the Committee for the year 2005/06. It details progress made towards the objectives detailed in paragraphs 2.1, 2.2 and 2.3 above, up to 31<sup>st</sup> March 2006.

3.2 In order to easily identify those objectives which have been completed, these have been shaded in grey.

3.2 The following Appendices are attached for Members to note:

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3.2.3 Appendix III Update on progress towards outstanding Best Value Review recommendations of the following:	<b>44</b>
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#### 4. **EQUALITY AND DIVERSITY IMPLICATIONS**

There are no direct equality and diversity implications arising from this report.

#### 5. **CORPORATE AIMS SUPPORTED**

The principal corporate aims supported by the information in this report are as follows:

1. Meeting the Fire Authority's statutory duties, standards and expectations.
11. Modernising and improving the quality of service.
12. Improving channels of communication.

6. **LEGAL IMPLICATIONS**

The course of action recommended in this report does not raise issues which should be drawn to the attention of the Authority's Monitoring Officer.

7. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

**BACKGROUND PAPERS**

The Best Value Performance Plan and Business Plan 2005/06.

Service Improvement Plan 2005-06.

Executive Committee Report dated 24<sup>th</sup> October 2005 – A Report of the Outcomes against Action Plan Objectives for 2005/06. Agenda Item No. 11.

F. J. E. SHEEHAN  
CHIEF FIRE OFFICER

### SUMMARY OF PROGRESS TOWARDS SERVICE IMPROVEMENT PLAN (CPA) OBJECTIVES

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>3. Administration:</b> 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	March 2006	In 2005 the first staff requirement sessions of HQ Departments were incorporated into the business planning process. This gave staff a greater say in the decision making process. The number of face to face visits from senior managers and staff continues apace.
<b>5. Administration:</b> To address a secondary Corporate Risk that the communication between Headquarters Departments is not fully effective.	To make Departments in Headquarters more aware of each others work and projects	March 2006	Departmental action plans have been made available for all on the Intranet. All Managers have been informed that they are there to enable them to see what other Departments are working on. This has been carried on into this year's action plan as we feel it is an ongoing piece of work and we are now going to look into other ways of sharing information regarding people's work across the Brigade.
<b>6. Administration:</b> 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	March 2006	The aim is to tell people what we are doing, do it, then tell them we've done it. Every time we achieve an element of our action plan we will communicate how we have aimed to improve communications. We also ask for feedback on whether the staff feel we have achieved our aim.

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>18. Administration:</b> To target information to staff who need it	To target information to staff who need it	March 2006	Station visits and departmental focus groups have been carried out and we now have some initial ideas of “quick fix” solutions that some departments/teams can put in place to reduce this problem. Some of the other areas will need more work regarding changing current process and procedures.
<b>19. Administration:</b> To develop alternative and more effective ways of communicating with staff.	The production of two brand new ways of communicating with staff which can be trialled and assessed for effectiveness	March 2006	This has been changed to be “implement a team briefing process”. It was felt that adding two more methods of communications is not necessarily the answer as people feel “overloaded” currently. It was agreed that we would now review the current Management Briefing process and improve on that to include a team briefing process.
<b>20. Administration:</b> To share the good practice of IRMP consultation in reaching minority groups across the Fire Authority	To offer to assist in the production of other communication literature in other departments, using the mediums and methods set out in the IRMP consultation strategy.	March 2006	Once phase B of the present IRMP Consultation process is complete a “lessons learnt” report about Part A and Part B will be produced. This will be discussed with all departments to widen the learning experience.
<b>21. Administration:</b> 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	March 2006	Borough Commanders have been involved in the initial work and research done on the Team Briefing Process to ensure it will assist them out in the boroughs.

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>22. Administration:</b> 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	March 2006	Completed. Further refinements to next years planning process are being discussed cross – departmentally.

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>1. Borough Commanders:</b> Develop a Borough led Communications Strategy (internal)	<b>Provide clear lines of communication and provide an opportunity for all staff to influence the corporate direction and Borough Action Plans. Reduce the 'overload' with more face to face communications:</b>		
	<ul style="list-style-type: none"> <li>Ensure all members of staff are fully aware of the new Brigade restructure and the Borough Structure. Communicate the 9 key objectives and implement the FRS core values. Improve morale as a Borough</li> </ul>	August 2005	Completed October 2005
	<ul style="list-style-type: none"> <li>Explain the key drivers and influences and allow staff to contribute to the future direction of the Brigade</li> </ul>	April 2006	Completed January 2006
	<ul style="list-style-type: none"> <li>Develop a communication strategy with representative Bodies at Borough Level</li> </ul>	April 2006	Completed April 2006
	<ul style="list-style-type: none"> <li>Formalise a cross-cutting communication strategy from Borough Command into functional departments</li> </ul>	April 2006	Completed November 2005

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
	<ul style="list-style-type: none"> <li>Develop a Borough Communication Bulletin</li> <li>Develop and implement a common standard agenda for CB, Borough Command, Borough Management and Station Management meetings</li> </ul>	<p>April 2006</p> <p>April 2006</p>	<p>Completed January 2006</p> <p>Completed January 2006</p>
<b>2. Borough Commanders:</b> Carry out a performance review and baseline assessment. EFQM & KLOE mode. Use this as a gap analysis for where we are now, where do we want to get to? How do we get there?	<p>Clear picture of existing station performance. Drive improved performance through sharing good practice and benchmarking across the Borough stations.</p> <ul style="list-style-type: none"> <li>Develop a baseline tool for Boroughs to assess current performance.</li> <li>Borough Commanders to use the toolkit to assess current performance and prioritise these areas for performance improvement.</li> <li>Create action plan based on findings from performance review.</li> <li>Implement improvement programme</li> </ul>	<p>August 2005</p> <p>November 2005</p> <p>November 2005</p> <p>April 2006</p>	<p>Completed September 2005</p> <p>Completed September 2005</p> <p>Completed November 2005</p> <p>Completed March 2006</p>



CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>3. Borough Commanders:</b> Communication Strategy (external)	Develop and provide a consistent and structured approach to communicating with diverse communities: <ul style="list-style-type: none"> <li>Development of partnerships to support Community advocates</li> <li>Restructure to enhance and focus resources to support local communication strategies with diverse groups</li> <li>Ensure that existing good practice in communicating with diverse communities is shared across all Boroughs.</li> </ul>	March 2006  Review progress January 2006	First Phase Completed March 2006 with advocates in use across the Brigade. Ongoing development of partnerships embedded within Borough/District Action plans  Completed with submission of Borough/District Action Plans (February 2006)  Completed January 2006
<b>4: Borough Commanders:</b> Business Risk Management	Establish and develop risk management awareness across Boroughs.  Increased public acceptance of proactive, preventative role of Fire Service.  <ul style="list-style-type: none"> <li>Develop and deliver a communication strategy to raise awareness of corporate and business risk</li> </ul>	April 2006	Completed March 2006

	<ul style="list-style-type: none"> <li>• Ensure that all corporate and business risk reduction strategies are subject to impact assessments</li> <li>• Complete an audit of existing partnerships across Boroughs</li> <li>• Ensure all existing and future partnerships comply with brigade policies and practices as per Standing Order 22 by repeating the audit process after 6 months.</li> <li>• Identify and assess local and corporate risks when developing and initiating activities involving external partnerships. Liaise with Partnership Officer.</li> </ul>	<p>Review progress January 2006</p> <p>October 2005</p> <p>October 2006</p> <p>Review January 2006</p>	<p>Some progress has been made however all Borough Commanders are awaiting formal training on EIA training following the recent policy guidance being published Review June 2006.</p> <p>This is completed and is now forms part of continual monitoring at Borough/District Level</p> <p>This is ongoing and has been migrated into Borough /District Plans</p>
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CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>1. Corporate Planning (Partnerships):</b> To fully implement a Corporate Partnership strategy – Standing Order 22/02	1. Revise current corporate strategy (Standing Order 22/02)	1. December 2005	1. Due to a number of set backs Standing Order 22/2 could not be updated. It is anticipated that the revision will take place by the end of May 2006. The partnership audit for 2005 is now complete and will be fed into the amended Standing Order 22/2 accordingly.
	2. Introduce via Standing Order 22/2 a formal partnership database held within TRACS	2. October 2005	2. An interim database system has been introduced. It was not as easy to implement within TRACS as first thought. A database is currently being designed with the help of ICT specifically for partnerships , however this has been stalled due to the loss of the ICT Project Officer to long term illness. Currently under review.
	3. Improve knowledge and embed partnership working needs at all levels	3. February 2006	3. Toolkit has been designed and is available for use via the P&P Intranet site. The toolkit will be updated by June 2006. Monthly funding updates are produced accordingly. Input into the MMDP & SMDP as well as presentations to Borough Commanders and Borough groups have supported this.
	4. Capture and measure the benefits afforded to the community and the Brigade through partnerships	4. July 2006	4. A Report was presented to CB in April 2006 and recommendations/advice from CB is currently being implemented accordingly. Examples of good practice have been shared in the BVPP and a number of feature articles have been placed in Firepower.

	5. Capacity building and resource capturing	5. Bi-monthly ongoing	5. Links with the FS College have increased. There have been a couple of requests to present to other FRA across the country on behalf of the College, with the potential to generate an income.
<b>1. Community Protection:</b> Development of HFRA II – Target date December 2005	1.To enhance the current partnership strategy to increase HFRA referrals and support station initiatives	1. Sept 2005	1. Complete. Progress to date includes partnerships such as Bordesley Green and the Eaga project. Community Advocates are in place and increasing HFSC referrals to support station initiatives.
	2.Develop IT systems to ensure full integration with Brigade IRM	2. Nov 2005	2. On line to complete – June 2006
	3.to improve the output of HFRA's with the introduction of advocate workers	3. Nov 2005	3. Complete
	4.Provide a monitoring and evaluation strategy to ensure service delivery	4. Sept 2005	4. In progress – Additional Monitoring and evaluation strategy to encompass all CFS activity is currently being explored.
	5.Produce a new HFRA policy	5. Dec 2005	5. HFSC policy under review.
	6.Provide a helpline facility	6. Dec 2005	6. In progress – work currently being undertaken re Fire Service Direct, interim Helpline facility in place.
	7. To implement door step calling policy to enhance service delivery	7. May 2005	7. Complete

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>2. Community Protection:</b> Development of CFS support document to support delivery of good practice – Target date October 2005	1. link strategy with CFS support document to communicate strategy to users	1. October 2005	Item 1 updated and complete
	2. ensure an ICT enabled support system to engage end users in easy access to doc and update of material	2. October 2005	Item 2 in progress and ongoing.
<b>4. Community Protection:</b> Development of ICT driven CFS resources toolkit – Target date December 2005	To establish a method to evaluate and develop the recently developed toolkit	December 2005	In progress and ongoing
<b>9. Community Protection:</b> Restructure of the function of the CFS Team in line with modernising agenda – Target date September 2005	To have in place a new CFS section structure to effectively implement CFS policy and strategy and CFS service delivery	September 2005	Complete – The work activity and previous section structure has been reviewed. This has resulted in a new section structure which was implemented in September to effectively facilitate CFS policy, research, strategy and CFS Service Delivery.

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>10. Community Protection:</b> Scope the job role of BLO and its integration into risk reduction planning and IRM – Target date October 2005	Implementation of defined job role and responsibilities of BLO	Permanent BLOs in place June 2005  Review work activities October 2005	This objective its milestones and target dates have been revised to take into account the CRO/BLO restructure. This objective now falls within the remit of Protection.  Scoping study concluded and Job Descriptions produced. Work still ongoing regarding the BLO's integration into risk reduction planning and IRM
<b>11. Community Protection:</b> Creation of an overarching Youth Policy – Target date November 2005 with JFS tutors syllabus competencies identified by October 2006	1. Approved Youth Policy and strategy document	1. August 2005	1. Youth policy was drafted and forwarded to CP Strategy but work suspended pending the forthcoming publication of the ODPM Strategy For Children and Young People.
	2. Approved policy and strategy document for YFA.	2. July 2005	2. Initial policy drafted but rejected by DO CP. Strategy developed to start work on new policy document but left on hold due to DO long term illness – Also now needs to be drafted in line with ODPM Strategy when published
	3. Approved policy and strategy document for JFS.	3. June 2005	3. Submitted to CP Strategy for approval.
	4. Substantive strategy based on newly developed syllabus for JFS Tutors with competencies identified	4. Tutor Oct 2005 complete Oct 2006	4. Not completed.

	5. Approved policy and strategy document for activities with young people	5. July 2005	5. Submitted to DO CP for forwarding to CP Strategy
	6. Approved policy and strategy document for Prince's Trust activities	6. June 2005	6. Submitted to CP Strategy for approval
	7. Approved policy and strategy document and course materials for Youth Fire Safety Courses	7. November 2005	7. Submitted to DO CP for forwarding to CP Strategy
<b>24. Community Protection:</b> Unwanted Fire Signals Call Reduction Project – Pilot target date January 2006, Trials April 2006, Full implementation June 2008	Introduction of policy and strategy	Pilot Jan 2006 Trials April 2006 Implementation June 2008	Pilot was a success. CB approval is currently being sought to extend the scheme to all social alarm providers. Other providers have been contacted and agreements are being sought to extend the scheme to their call centres once approval given.
<b>1. Equality &amp; Diversity:</b> Cultural Audit/Change – research and understand current culture and ethos within WMFS	<ul style="list-style-type: none"> <li>Through the national equality and diversity professional forum continue to contribute to the content and design of the questionnaire</li> <li>Work with senior managers to carry out the research in WMFS</li> <li>Ensure findings are disseminated, quickly and appropriately</li> </ul>	January 2006	<p>WMFS conducted a Health and Well-being survey last year (10% sample). As this questionnaire was very similar to the Cultural Audit questionnaire it has been decided that findings of the Well-being survey would be used to develop a strategy for improving the organisational culture and morale.</p> <p>The major cultural Audit (all WMFS employees) will now take place April 2007 which will allow enough time to effect some change.</p>

	<ul style="list-style-type: none"><li>• Develop an action plan that will address any issues</li></ul>		
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CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>4. Equality &amp; Diversity:</b> Race Equality Scheme	<ul style="list-style-type: none"> <li>Review and update current RES</li> <li>Consult both internally and externally</li> <li>Work with departments to ensure they understand and are able to action the RES</li> <li>Provide training, guidance and resource to support managers and sections in implementing RES</li> </ul>	ASAP	<p>Due to staffing issues progress delayed.</p> <p>Update of RES is underway; review will take place later in the year using external agencies/partners.</p>
<b>5. Equality &amp; Diversity:</b> Roles and responsibilities of E&D Department - Ensure the employees of the WMFS know and understand the function of the E&D section	<ul style="list-style-type: none"> <li>Review purpose and function of E&amp;D section</li> <li>Work with all departments to develop the profile of E&amp;D</li> <li>Review and update individual roles and responsibilities within the E&amp;D section</li> <li>Recruit and fully induct LFF and trainers</li> <li>Recruit E&amp;D trainers</li> </ul>	<p>Dec 2005</p> <p>Ongoing</p> <p>Dec 2005</p> <p>Nov 2005</p>	<p>Still ongoing and is part of the overall HR review Worked with BTC, Personnel, Recruitment, Professional Standards, BV, B/Comm'</p> <p>Ongoing – delayed due to recruitment difficulties</p> <p>LL3 attempts- currently reviewing post purpose and rank</p> <p>1 trainer recruited 25.04.06</p>

	<ul style="list-style-type: none"> <li>All beliefs Welcome (ABW) conference – Have your say</li> </ul>	Dec 2005	Took place Jan 2006 over 100 attendees
<b>6. Equality &amp; Diversity:</b> 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.	<ul style="list-style-type: none"> <li>Continue to provide E&amp;D input into R&amp;S training</li> <li>Work with personnel to ensure all staff are up to date regarding current legislation</li> <li>Improve systems and communication between sections particularly in relation to complaints and disputes</li> <li>Work with Recruitment section to support their positive action initiatives</li> </ul>	Ongoing  Mar 2005  Dec 2005  Ongoing	Regular inputs into R&S training  Developing an E&D Newsletter that will provide updates and advice on new E&D initiative, legislation etc.  Regular Section Heads meetings and regular meetings are taking place with Professional Standards  Working more closely together ensuring that concerns/issues in relation to Positive Action are addressed
<b>7. Equality &amp; Diversity:</b> Equality Impact Assessments (EIAs)	<ul style="list-style-type: none"> <li>All policies/Standing Orders EIA'd</li> <li>Develop system where EIAs are carried out for all new initiatives, policies, activities etc...</li> <li>Provide a series of EIA training activities</li> </ul>		Standing Order re: EIA consulted on and will be ready by mid/end of May    Refresher training and systematic EIA of new and or reviewed policies, projects etc. to start this Autumn. N.B EIAs are taking place now by those who already feel confident to do so

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>8. Equality &amp; Diversity:</b> Home Office Returns – Attainment of Level 3 of Equality Standards and reduce the number of complaints received by E&D Section	<ul style="list-style-type: none"> <li>Need to develop a coherent, more effective and practical way of gathering data</li> <li>Develop training that will enable departments to actively contribute to standards and targets</li> <li>Develop activities that will enable managers to deal more effectively with E&amp;D issues</li> </ul>	March 2006	<p>Working with external 'partners' i.e. WM Police, GOWM to develop regional information gathering.</p> <p>Unable to progress due to difficulties recruiting trainers</p> <p>Significant input into SMDP training and into the new ADC programmes</p>
<b>11. Finance</b> – To produce annual efficiency statements	To identify cashable efficiency savings predominantly arising from the Fire Service Modernisation Agenda	Dec 2005	Complete
<b>1. HR</b> - Address improvement opportunities following CPA around the KLOE – How well does the Fire Authority make use of different types of staff and conditions of service?	<ul style="list-style-type: none"> <li>Review the level of support services required by the Service in line with the new duty system and shift pattern for station based personnel</li> <li>Review the effectiveness of new shift patterns</li> </ul>	October 2006	<p>Ongoing.</p> <p>A review of the Authority's IRMP was completed in February 2006 as a part of the Joint Review of the Shift System for operational personnel. This latter review was completed in March 2006 and recommended efficiency changes to the shift system. These recommendations are currently out for public consultation.</p>

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
2. HR Address improvement opportunities following CPA around the KLOE – How effective are the fire authority's human resource policies?	1. Review the current timetable for reviewing policies and Standing Orders	1. June 2006	Ongoing. Completion likely by July 2006
	2. Update all HR policies and store in one portfolio	2. June 2007	Work is in progress. Currently working on the area of staffing protocols and policies that support the revised duty system.
	3. Empower line managers to manage HR	3. June 2007	
	4. Increased understanding and awareness of the OH&W section	4. June 2006	
	5. Enable managers to manage the absence/sickness management policy effectively	5. Sept 2006	Review of absence management policy currently suspended but will be reinstated by Sept 2006
	6. Develop an effective electronic management information system to manage/monitor absence/sickness	6. April 2007	Dependent upon the installation of an HR management system but hope to have basic management information available by the target date
	7. Develop stress/anxiety training and awareness	7. June 2007	Some work has been done on using more electronic recording but still reliant upon installation of an HR system
	8. Ability to assess the impact change has on stress/anxiety levels of staff	8. June 2006	

	<p>9. Timely succession planning</p> <p>10. Change the public's perception of a FF</p> <p>11. Improve consultation and 2-way dialogue between the Recruitment Section and Stations</p> <p>12. Ensure flexible working arrangements are more widely available to all staff as appropriate to help ensure increased work life balance</p>	<p>9. June 2006</p> <p>10. June 2006</p> <p>11. June 2006</p> <p>12. June 2006</p>	
<p><b>3. HR - Address improvement opportunities following CPA around the KLOE – To what extent does the fire authority have the people and skills it needs to achieve its vision</b></p>	<p>1. Training plan</p> <p>2. A recording system capable of being interrogated</p> <p>3. Develop a strategy for Continuous Professional Development linked to organisational priorities</p> <p>4. Integrated HR strategy</p>	<p>1. June 2006</p> <p>2. June 2007</p> <p>3. June 2007</p> <p>4. April 2006</p>	<p>Completed.</p> <p>Ongoing.</p> <p>Ongoing. However, this is dependent upon the outcome of the National Joint Council's working party researching CPD as a part of the national agreement over firefighters' pay.</p> <p>Draft strategy produced, which is being issued for consultation in May 2006.</p>

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>4. HR</b> - Address improvement opportunities following CPA around the KLOE – How well does the Fire Authority manage its business risks	1. E-Learning package for corporate risk management 2. IPDS is embedded in the organisation to enable effective management of individual performance 3. Directed Action Planning Process for HR 4. Communicate effectively with staff Representative Bodies	1. June 2007 2. Sept 2006 3. June 2007 4. Oct 2006	On going work with completion dates June 2006 and September 2006. Work contained in objectives 15 and 7 respectively in 2006-07 plan. Ongoing. A scoping exercise will be carried out within the next twelve months. A joint review of consultation procedures is underway
<b>5. HR</b> - Address improvement opportunities following CPA around the KLOE – How effective is management's contribution to the diversity agenda, having regard to local prerogatives, cultural change and other relevant needs of the service?	1. All policies are assessed for equality impact 2. Achieve appropriate standard for Equality set for Local Government 3. Increased capacity for employees to raise equality and diversity issues 4. Review current Equality and	1. April 2006. 2. April 2006 for Level 2 and December 2006 for Level 3. 3. April 2006 4. July 2007	The policy for equality impact assessments has been approved and is now being applied to all new policies. Level 2 declared in February 2006. Level 3 ongoing. Completed. All SMDP courses and New Entrant courses receive input from the Equality and Diversity Section. Policy for Peer Support Officers developed. Ongoing

	Diversity policies  5. Mainstreaming the Equality and Diversity function	5. October 2006	Policy for mainstreaming in place. Improved links being developed with individual departments and sections.
<b>6. HR</b> - Address improvement opportunities following CPA highlighted in paragraph 40 of the CPA feedback report – there is inconsistent and unstructured approach to communicating with diverse groups within its communities	Equality and Diversity to work collaboratively with Community Protection and Recruitment Sections	December 2006	Ongoing.
<b>4. P&amp;P</b> – To annually review and report on the performance of Borough Commanders	To assist individuals to improve performance:  <ul style="list-style-type: none"> <li>Internal service level agreements between the Performance and planning department, Community Protection, Administration and Human Resources on performance management</li> </ul>	1.6.05	This objective has been revised, the revised objective is now item 11 of the Performance & Planning department 2006/07 action plan - “Brigade Restructure Review”  The revised objective will provide a broader more effective insight into the achievement of the full range of objectives set out in the original proposals to initiate the Brigade restructure.

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>5. P&amp;P – To ensure Business risk management policy, strategy and application is constantly improved</b>	<p>To have developed awareness and have an embedded culture of risk management throughout the organisation.</p> <p>All staff are risk aware and capable of using basic risk management skills, tools and techniques supported by managers with developed expertise.</p>		<p>Draft Management of Risk Standing Order is in early stages of consultation, collaboration on widening scope of the order is being undertaken with IRM team. New Management of risk tools and techniques to applied and evaluated in a full risk review in June 2006 prior to publishing the order.</p>
	1. Report review outcomes and recommendations	1. Dec 2005	<p>Bi Monthly monitoring reports to Corporate Board and Executive Committee are in place.</p>
	2. Training programme start	2. Nov 2005	<p>Training of further Risk Management of risk (MoR) Practitioners was undertaken in November 2005 with 2 successful candidates to qualified OGC standards. Exploratory discussions have taken place with OGC preferred trainers 'Atkins' on developing an in house ilearn MoR application</p>
	3. Policy and Standing Order in place by	3. Feb 2006	
	4. Toolkit to support business planning processes risk identification, analysis prioritisation and monitoring techniques	4. Nov 05 – Feb 06 Review June 06	



CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
6. P&P – Embed the performance management framework across the authority, to sustain and improve performance in all national and local PIs	Develop a performance management communications strategy in conjunction with the Internal Communications Manager	June 2006	Work towards this objective is ongoing.
	Enable Section Heads and Borough Commanders to further develop performance management	June 2006	A number of workshops for senior managers within the organisation have been organised by the department. Workshop themes have included business planning and CPA – Operational Assurance. Quarterly Workshops are planned for the future to include Corporate Risk Management, Capacity Management and Business Planning.
	Introduce DAP across functions in conjunction with our Statistician/ICT	After June 2007	Time has been allowed within the Department's action plan to help facilitate a DAP process for the HR department in the forthcoming year.
	Learn and gather performance management good practice from external organisations	June 2007	Time has been allowed within the Department's action plan to review the performance management framework.
	Review the performance management framework to ensure structure is reflected and links to IPDS are clear, in conjunction with HR	June 2006	

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>7. P&amp;P</b> – Ensure the authority knows how well it is performing against planned outcomes	Review the current process of scrutinising and reporting performance management information to Corporate Board and elected members and how this information is cascaded to staff	March 2006	This objective has been revised and incorporated into the Performance and Planning Department Action Plan 2006/07, objective 7. Actions and milestones have also been revised to reflect future enhancements required.
	Develop alternative and more effective ways of communicating performance outcomes	June 2006	
	Implement improvements resulting from the above review process	June 2006	
	Establish a formal meeting cycle between P&P and elected members responsible for performance management to review performance.	December 2005	
	Develop a performance management education package for elected members and appropriate mechanisms for delivery.	June 2006	
	Support HR in developing a staff reward and recognition strategy	June 2007	

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>TS</b> - ICT support work required to support departmental CPA Objectives (page 91 of Service Improvement Plan)	To provide ICT support for CPA objectives of departments	January 2006	<p>Following discussions with P&amp;P and Corporate Board all requests for Application Development have been identified and weighted against Corporate aims. We are currently in the final stage of moderation with representatives from each department before re-submitting the findings to Corporate Board. This process will form the basis for ALL future requests that will be considered against the existing list. Target June 2006.</p> <p>Resources can then be matched to the priority work, with ICT advising customers of options where they fall outside of the allocated work. It is imperative that 'alternative' solutions are not allowed to be procured without ICT involvement (as supported by both Cap Gemini and NCC findings)</p>
<b>4. Training Centre –</b> Complete the implementation of the IPDR process across all roles in WMFS	<p>100% of staff in management roles to complete an IPDR by 31.12.05</p> <p>60% of staff in non management roles complete an IPDR by 31.12.05. 80% by 31.3.06</p>	See IPDR/workplace assessment implementation plan	<p>Not completed, partial completion, 350 IPDRs recorded and all 160 station based watches trained to use pdrpro in 1<sup>st</sup> quarter 2006.</p> <p>Main reasons for failure to complete:</p> <ul style="list-style-type: none"> <li>• disruption caused by industrial action,</li> <li>• Delayed implementation of pdrpro contract,</li> <li>• Over estimate of the Brigade's capacity to change.</li> </ul> <p>Work continues as objective 9 in 2006-07 plan.</p>

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>5. Training Centre –</b> Complete the implementation of GTC based controls IPDS project data and recording work package Stage 2	Work package stage fully complete by 31.5.05	31.7.05	This objective has been mainly completed, some outstanding work is now booked as part of the ITC work plan. This will not be an objective in the Training and Development plan in 2006-07.
<b>6. Training Centre –</b> IPDS project data and recording work package stage 3 Global Training Records	Work package stage fully complete by 30.6.05	30.9.05	Pdrpro contract signed, objective achieved. Next steps in objectives 10 and 2 2006-07 plan.
<b>8. Training Centre –</b> Lead the Regional Workforce Development Strategy project Regional Project 4.2	As detailed in the regional project PID 4.2 Appendix B 30.9.05	May 2006	Objective achieved. Next steps in objective 4 2006-07 plan.
<b>21. Training Centre –</b> Address improvement opportunities following CPA around the KLOE – “How well does the Fire Authority manage its business risks?”	E-learning package for corporate risk management  IPDS is embedded in the organisation to enable effective management of individual performance	June 2006  June 2006	On going work with completion dates June 2006 and September 2006.  Work contained in objectives 15 and 7 respectively in 2006-07 plan.

CPA OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>22. Training Centre –</b> Address improvement opportunities following CPA around the KLOE – “To what extent does the fire authority have the people and skills it needs to achieve its vision?”	Training Plan  A recording system capable of being interrogated  Develop a strategy for continuous professional development linked to organisational priorities	June 2006  June 2006  June 2007	Work ongoing now contained in objectives 2 (1 and 2), 9 (3) and 1(4 and 5) 2006–07 plan.

## APPENDIX II

### SUMMARY OF PROGRESS TOWARDS TEN YEAR SCAN KEY ISSUES AND DEPARTMENTAL OBJECTIVES 2005-06

#### TEN YEAR SCAN: KEY ISSUES:

TEN YEAR SCAN KEY ISSUE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>Key Issue No. 1 – Director (P&amp;P)</b> Quality Assurance for Regional Management Board Objectives	To monitor and quality assure regional projects as identified by the Regional Management Board and report back in a timely fashion progress achieved and the contribution made by West Midlands Fire and Rescue Authority and Brigade to regional projects.	31.3.06	Completed. Outcomes reported to Corporate Board.
<b>Key issue No. 2 – Director (CP)</b> Integrated Risk Management	Implementation of the 2005/2006 IRMP Action Plan. Publication of an Action Plan for public consultation for the 2006/2007 period.	31.03.06	2005/06 – implemented as planned  2006/07- Delayed until mid May due to public consultation on phase B of Action Plan (ends 09.05.06)
<b>Key issue No. 3 – Director (HR)</b> Integrated Personal Development System	1. The move from a rank based structure to one based upon roles;  2. The introduction of workplace assessment;	31.3.06	1. We are using role maps in all development programmes, however they only cover uniformed staff.  2. Workplace assessment strategy issued in April 2006. Pdrpro is available to all station based staff and training has been carried out.

TEN YEAR SCAN KEY ISSUE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
	<p>3. The introduction of IPDRs;</p> <p>4. The establishment of assessment and development centres;</p> <p>5. The implementation of role based development programmes.</p>		<p>Next steps are other operational staff to be put on pdrpro for September 2006. An approach for other roles will be defined and implemented for December 2006.</p> <p>3. IPDR is available for everyone, so far 350 managers/supervisors have recorded an IPDR on the intranet wizard (March 2006). A number of IPDRs have been carried out and not put on the intranet. We are working to continue the implementation of IPDR across the whole of the brigade.</p> <p>4. ADCs implemented, regionally for supervisory and middle managers, locally for strategic managers</p> <p>5. Implemented development programmes for supervisory managers (SMDP) since Feb 2005, middle managers (MMDP) since October 2005 and strategic managers (StMDP) ready for outcomes of Area Manager ADC in June 2006. (improvements to programmes being carried out as required)</p> <p>Next steps include development programmes for Authority Members and corporate managers, in the 2006-07 action plan</p>

TEN YEAR SCAN KEY ISSUE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>Key issue No. 4 – Director (P&amp;P)</b> CPA and Performance Management	Audit of the Service Improvement Action Plan and its milestones	March 2006	<p><b>A CPA SERVICE IMPROVEMENT PLAN 2005/6</b> was compiled as a composite document of all department and Borough plans, identifying actions to address all the observations made by the Audit Commission CPA Assessment Team in their Report of July 2005. This plan was submitted to the Round Table Event on 5<sup>th</sup> January 2006 with feedback provided around issues of Prioritisation, Costed Actions/VFM Outcomes and Capacity To Deliver.</p> <p><b>Internal Monitoring Of Service Improvement Plan</b>            Following the Round Table Event, monitoring of the Service Improvement Plan will be included in the progress reports of Department and Borough Action Plans. The recent scrutiny of all action plans included an emphasis on CPA improvements to ensure any outstanding actions were carried forward to plans for 2006/7. The potential for monitoring the Service Improvement Plan through PMG via PRINCE2 methodology has been considered and deemed inappropriate and the robust internal scrutiny of CPA Service Improvement will be addressed through the revised process for scrutiny of all action plans.</p>



TEN YEAR SCAN KEY ISSUE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>Key issue No. 5 – Director (CP)</b> Health & Safety	LI8 The number of serious injuries (RIDDOR) to employees – 67 or fewer injuries in 2005/2006 LI18a The number of serious injuries (RIDDOR) to firefighters at incidents – 26 or fewer injuries in 2005/2006	31.03.06	<p>2005/06 was an exceptional year for accident reduction. Both targets were met and exceeded.</p> <p>The target for LI8 was for 67 employees or fewer to have injuries that required reporting under RIDDOR. The brigade made only 41* RIDDOR reports in 2005/06 for injuries to employees.</p> <p>The target for LI8a was for 26 fire fighters or less to have injuries at incidents that required reporting under RIDDOR. The brigade made only 20* RIDDOR reports in 2005/06 for injuries to fire fighters on the incident ground.</p> <p>There was a massive 17*% reduction in total injuries for the year. This is the biggest reduction ever recorded over a period of one year. (Note:- * figures accurate as 10/4/06, these may change very slightly due to late reporting).</p> <p>This reduction was done by analysing the statistics and identifying the key issues regarding accidents and then developing strategies to deal with them. Various campaigns, audits and support were given to stations and departments throughout the year to assist in reducing the accidents.</p> <p>The Health &amp; Safety Team also share its best practice and ideas with the other fire &amp; rescue services within the West Midlands region.</p>

TEN YEAR SCAN KEY ISSUE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>Key issue No. 6 – Director (HR)</b> Cultural Change	<ul style="list-style-type: none"> <li>• Undertake a cultural audit</li> <li>• Cultural audit action plan</li> <li>• Monitor targets in relation to change</li> <li>• Demonstrations of leadership commitment</li> <li>• External involvement from interested parties</li> <li>• Enlisting the assistance of advisors on cultural change</li> <li>• Commitment to communication</li> </ul>	31.3.06	<p>WMFS conducted a Health and Well-being survey last year (10% sample). As this questionnaire was very similar to the Cultural Audit questionnaire it has been decided that findings of the Well-being survey would be used to develop a strategy for improving the organisational culture and morale.</p> <p>The major cultural Audit (all WMFS employees) will now take place April 2007 which will allow enough time to effect some change.</p>
<b>Key issue No. 7 – Director (HR)</b> Review of Duty Systems and Shift Patterns	<p>The production of a duty system and shift pattern that meets the requirements of the 6<sup>th</sup> edition of the National Joint Council for Local Authorities' Fire Brigades Scheme of Conditions of Service.</p> <p>The implementation of the new duty systems and shift patterns across the Brigade supported by the new HR Computer System.</p>	9.9.05	<p>Completed</p> <p>Completed, albeit unsupported by an HR system</p>

**DEPARTMENTAL OBJECTIVES:**

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>8 – Community Protection</b> EPU future			This has now been incorporated into the TCP team with new responsibilities under the Civil Contingencies Act.
<b>9 – Technical Services</b> Appliance and Equipment Review	Full review of equipment carried on PRL's to ensure fit for use and purpose under PUWER, and in support of equipment for fulfilment of IRMP.	Project Initiation and set up focus group May 2005. Review report by Sept 2005 to CP.  Protocols agreed by Sept 2005, Trial of recording system by Jan 2006. Report on usage: High by Mar 2006 Medium by June 2006 Low by Sept 2006.	Secondment position advertised April 2006 to assist with project. Ongoing.
<b>10 – Technical Services</b> System integration	Integrated Back Office Delivery Integrated Human Resource and Financial Management Information livery	Phase 1 Live Sept 05  Phase 2 live March 06	Extended procurement process and delays in the Rostering product implementation has been detrimental to progress on this issue.  Negotiations are now taking place with a preferred supplier with a view to awarding contracts in Summer 06 with phase 1 live in Spring 07.

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>11 – Technical Services</b> ICT Functions	Conduct a Service Management review of ICT Updated ICT Service Management Methodology Function	Report by Sept 2005	Complete. Cap Gemini has completed a review and Service Improvement Plans are being developed and implemented with Help Desk and Application Development as the priorities.
<b>12 – Technical Services</b> MDT Software	Updated Mobile Data Terminals Improved Operational and H&S Information and Decision Support at Incident Ground	Rollout Commences in July 2005 Complete by December 2005	Delays in the procurement process and obtaining Authority approval have required revised timescales. Rollout to commence in May 2006 and be complete by September 2006.
<b>13 – Technical Services</b> Fireground Information			Coalesce Community Explorer complete by end of May. Community Protection project producing data.
<b>14 – Technical Services</b> Thermal mage Cameras	Provision of 30 new cameras on Provision of 30 new cameras on 1 <sup>st</sup> line PRL's.  Reallocation of existing cameras to remaining PRL's(11) and 2 <sup>nd</sup> line PRL's based on IRMP needs.	New cameras on board PRL's 60 days after receipt from ODPM, subject to funding for chargers.  Existing cameras reallocated and installed in further 60 days.  Anticipated completion Sept 2005 if cameras delivered in May 2005	No funding provided.  Account taken of New Dimension Programme. Liaise with Dave Massey (CP). ND cameras done, review ongoing of replacement programme.

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>15 – Technical Services</b> Station Security –	To implement security measures to protect Authority property and personnel. Assess security surveys to seek funding and progress identified works.	March 2006/7/8/9/10	The first 10 security reports from Sandwell Risk Management were received mid '05, works nearing completion. Second 10 security reports received January '06 and issued to sites. Works delayed due to Estates staffing difficulties. Sites for third set of 10 security reports identified.
<b>16 – Administration</b> Programme Support Office	To provide a centre of expertise so that officers using the Prince2 methodology can receive support and advice whether working on a Brigade project or a Regional project.	December 2005	Office now staffed with two permanent officers and one temporary. Will be re-advertising in June to try and fill the third post on a permanent basis.
<b>17 – Administration</b> Ordnance Survey Charges			Tight Management of existing budgets and the use of viewers have obviated the need for a request for additional funding to meet this new charge for ordnance survey mapping.
<b>18 – Community Protection</b> Directed Action Planning	Develop effective approved system to provide DAP to meet IRM needs:  1. Revise structure 2. Produce new DAP maps 3. Produce new DAP 4. Implementation	1. April 05. 2. June 05. 3. Aug 05 4. implement following Brigade re-structure	New maps have been produced to reflect the new Boroughs. A new IT system now produces these maps electronically available for all to view. An updated Standing Order outlining new procedure is being produced.

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>19 – Technical Services</b> Geospatial Information System (GIS)	Integrate GIS Functionality into ICT systems	FDR:May 05 SSC:Jul 05 IIP:Aug 05 ION:Sep 05 HFRA:Oct 05	Complete. All functions requiring GIS now have it.
<b>20 – Community Protection</b> Water Hydrant Section	Implementation of a risk-assessed hydrant inspection process 1. Report and presentation to CB; 2. Implementation of strategy.	Revised system in place Jan 2006.	Best Value consultation was completed in March 2006 and recommendations submitted to CB to support this objective. CB to progress issue during next meeting with Best Value (provisionally scheduled for 22 <sup>nd</sup> May 2006).
<b>21 – Community Protection</b> HFRA Call Centre	To provide a Helpline facility able to facilitate HFRA II	Consultation/development Oct 05 Implement Dec 05	In progress – work currently being undertaken re Fire Service Direct, interim Helpline Facility in place.
<b>22 – Community Protection</b> CFS Support Vehicles			Completed evaluation of usage of current CFS Support Vehicles.
<b>23 – Technical Services</b> Working at Height Regulations			The fourth Estate Surveyor post has been established. Following assistance Health and Safety developed Standing Order 19/13 General Working at Height. Difficulties have been experienced in filling the fourth surveyors post. Existing resources are being managed to ensure legal requirements are addressed.

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>24 – Finance</b> Balance of Funding Review	To contribute to the Balance of Funding Review To establish a more appropriate funding basis for the Authority	December 2005	This Government review has been broadened to cover issues such as the role of local government and consequently the deadline date of the outcome has been delayed until December 2006
<b>25 – Finance</b> Fire Service Spending (FSS) Formula	To ensure the Authority's budget strategy is established on the most appropriate basis.	February 2006	Complete
<b>26 – Technical Services</b> Hydraulic Cutting Equipment	Full review of Equipment provision to determine replacement based on age of equipment, maintenance history and usage.	Review commenced by June 2005, report to CB by Oct 2005	Review being done. Funding secured for 4 year replacement programme - ongoing
<b>27 – Human Resources</b> Work Life Balance	To form policies for flexible working to include separate guidance on home working.  To establish new duty systems and shift patterns for operational personnel in line with IRMP.  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.	June 2006	Separate guidance on home working still needs to be developed.  New shift systems have been agreed, with changes to the start time for core shifts and a change to a 2, 2, 4 shift pattern, enabling Operational Personnel to request permanent day working.  Development of a work life balance strategy, to ensure culture change and improve communication. Work life balance philosophy is being promoted on an ongoing basis through station visits, focus groups and team briefings

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
	Ensure flexible working arrangements are more widely available to all staff as appropriate to help ensure increased work life balance		<p>and through consideration of new initiatives such as Employee Assistance Programmes</p> <p>The organisation now has a variety of working patterns, extended leave and other time off arrangements (flexible working) open to its employees. We have been able to open job share to all our employees.</p> <p>Any requests to work flexibly are considered in conjunction with the needs of the organisation. We are considering the introduction of an Employee Assistance Programme linked to a Lifestyle Voluntary Benefits package for all employees. This will not only promote work life balance, but make it more widely available. Discussions regarding funding for this initiative are currently taking place.</p>
<b>28 – Community Protection</b> BVR Action Plan			<b>No update received</b>
<b>29 – Chief Fire Officer</b> Headquarters Relocation			<p>Progress is being maintained in securing one of the two sites (The Hub and Argyle Street).</p> <p>Planning issues have been resolved.</p> <p>An appeal has been lodged regarding the Grade</p>



DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
			<p>II listing status for the current FSHQ.</p> <p>It is anticipated that confirmation of the approved site for the new FSHQ will be provided to the Authority at the meeting planned for 22<sup>nd</sup> May 06.</p>
<b>30 – Technical Services</b> E-Government	100% Of Services available Electronically	Fire works Licences Available by Sept 2005. All services available by Dec 2005	Resignation of key resource and resource constraints have delayed roll out. 87% Complete. Work plan in place to complete by September 2007.
<b>31 – Community Protection</b> IRMP Team funding			Up to 31.03.06 the IRM Team has been funded by a suspense account, approved by Fire Authority as the result of a development bid. As of 01.04.06 IRM to become part of CP Department and funding is under review.
<b>32 – Human Resources</b> Occupational Health and Welfare	Upgrade the Occupational Health Physician service to assist with employment of staff, working with the DDA and to advise where appropriate on the management of sickness absence and ill health retirement and to place the appointment of fully qualified Occupational Health Physician on fixed term contract.	October 2005	Completed, contract commenced on 10 <sup>th</sup> October 2005 for one year fixed term. Processes have also been put in place to go out to tender by the end of May 2006 to award the contract from 10 <sup>th</sup> October 2006.

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>33 – Human Resources</b> Multi-Tier Entry	To work with stakeholders to identify areas where multi-tier entry could be implemented and to examine the impact on the operational command structure.	October 2007	Initial assessment done for Strategic level. Identified that further work needs to be undertaken before implementation in order to maintain operational effectiveness and safety.
<b>34 – Finance</b> Pensions	To implement any required changes relating to the Firemen's Pension Scheme To ensure all pension payments are made in accordance with the Scheme Regulations	March 2006	Complete
<b>35 – Technical Services</b> Procurement	In house procurement strategies and objectives will support local and national procurement strategy.	December 2005	Complete – Strategy/Policy completed.
	Target Dates identified in Supply Chain Modernisation Paper met.	March 2006	On Target – some approved changes to plan resulting from shift changes.
	Established date and plan for the introduction of i-procurement.	July 2005	No Date planned for procurement back office – Outstanding.
<b>36 – Performance &amp; Planning</b> Structure of Brigade			Complete. This objective was further defined and controlled as a project and reported through the Programme Management Group (PMG). The completion of the project and associated documentation was taken to PMG in December 2005.

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
<b>37 – Technical Services</b> Transport Engineering Workshops (TEW) Storage	The introduction of a carousel storage system	April 2006	<p>This plan had to be suspended during 2005 whilst awaiting the outcome on the new HQ location and whether or not TEW would be included in the new location.</p> <p>Now that it is known that TEW will not currently be included in the move, the plan can be resurrected. A new completion date of April 2007 will now be planned against.</p>
<b>38 – Community Protection</b> Regulatory Reform Order			<p>All Fire Safety staff have been trained in the legislation; however guidance training will have to be provided once ODPM have produced it.</p> <p>If guidance not produced the Fire Safety Order (RRO) will not be in force thereby we will have to consider refresher training in the new year of 2007.</p> <p>Four business community seminars raising awareness of the Act have been run with more in progress</p> <p>No progress on RBIP as the ODPM have not yet informed us what data needs capturing for their returns.</p>

DEPARTMENTAL OBJECTIVE	PERFORMANCE MEASURES	TARGET DATE	PROGRESS
			<p>We may also have no ITC support to change the RBIP system to capture the data the ODPM requires</p> <p>Letter packs completed awaiting introduction of the FSO.</p>
<b>39 – Community Protection</b> Command Units			<p>Proceeding inline with PRINCE2 time line. Monthly reports sent to Programme Management Group by Project Manager</p>
<b>40 – Technical Services</b> Blue Light Policy	Adoption of policy and introduction of Safe system of work, and provision of Audible and Visual warning devices for FDS users.	Discussion on policy and Safe System of work, April 2005. Report to CB by July 2005. Equipment fitting completed (If Required) Mar 2006.	<p>Meetings have taken place with H&amp;S and CP. Policy document being formulated for approval Request to roll over 25K to 2006/07 - ongoing.</p>

PROGRESS TOWARDS BEST VALUE REVIEW RECOMMENDATIONS

EMPLOYMENT SERVICES AND LITIGATION:

RECOMMENDATION		ORIGINAL TARGET DATE	REVISED TARGET DATE	PROGRESS
6.7	To set up formal contracts in accordance with Contract Standing Orders, for the use of agency staff throughout the Brigade. . .	31 <sup>st</sup> March 2004	Revised target date 31 <sup>st</sup> July 2005	Completed

## INFORMATION COMMUNICATION TECHNOLOGY (ICT)

RECOMMENDATION	ORIGINAL TARGET DATE	REVISED TARGET DATE	PROGRESS
<p>6.1 Corporate Board with external assistance, to produce a clear and comprehensive ICT strategy, formulate a medium term plan for prioritising ICT projects and ensure that the Brigade's core critical systems are maintained</p>		<p><b>Revised Milestones wef 24.8.05:</b> produce a refined ICT strategy and publish bulleted 'user friendly' document for intranet site by 31.3.06.</p> <p>Produce an updated version of the ICT strategy in the new Standing Order format for 2006/07 by 1.4.06</p>	<p>Following discussions with the Best Value Team: Bulleted 'user friendly' document to be issued with the Application Development work schedules (See <u>CPA Service Improvement Plan objectives 2005-06</u>: ICT support work required to support departmental CPA Objectives (page 91 of Service Improvement Plan) above)</p> <p>Full review of ICT Strategy – target June 2007</p>
<p>6.6 Current and future requirements should be examined together with available resources in order to produce an Action Plan that will address any mismatches.</p> <p>Consideration should be given within this to the use of administrative support staff.</p>		<p><b>Revised Milestones wef 24.8.05:</b></p> <p>Produce an ICT action plan for 2005/06 to reflect the refined ICT strategy detailed in 6.1 by 31.9.05</p> <p>Produce an ICT action plan to reflect the revised ICT strategy detailed in 6.1 for 2006/07 by 1.4.06</p>	<p>Following discussions with the Best Value Team: See <u>CPA Service Improvement Plan objectives 2005-06</u>: ICT support work required to support departmental CPA Objectives (page 91 of Service Improvement Plan) above, whereby priority has been given to Application Development Requests. Retaining integration and consideration of 'total cost of ownership' are imperative to its success.</p>

RECOMMENDATION	ORIGINAL TARGET DATE	REVISED TARGET DATE	PROGRESS
<p>6.7 The Brigade to submit for Authority approval a standard and transparent policy for market supplements for ICT staff and out of hours cover which can be applied annually in accordance with predetermined criteria.</p>		<p><b>Revised milestones wef 24.8.05:</b></p> <p>Produce a policy for approval by Authority for ICT staff out of hours cover by 30.6.06</p>	<p>Appropriate Job Descriptions re-written to reflect skills and duties, and submitted through the Job Evaluation process. This action negated the need for Market Supplements in the current environment.</p> <p>Continued monitoring of out of hours cover, whilst evaluating the longer term requirements. Meanwhile services are receiving adequate cover. Options are being drawn up as how best to address beyond the short term.</p> <p>Following discussions with the Best Value Team, a more appropriate date is April 2007.</p>
<p>6.8 In conjunction with CACFOA family group members, the ICT Business Unit to produce a series of 'benchmarks' and performance indicators based on agreed Corporate Data. To strive to reach the upper quartile within the family group reference ICT provision.</p>		<p><b>Revised milestones wef 24.8.05:</b></p> <p>1. Local performance indicators to be developed as recommended by Cap Gemini by 31.3.06</p>	<p>Work in progress, delays due to resource allocation on Rostering and E-Business projects.</p> <p>Following discussions with the Best Value Team, both Local and National PI's to be implemented together with a target completion of Summer 2007.</p>

**PROPERTY MANAGEMENT:**

RECOMMENDATION	ORIGINAL TARGET DATE	REVISED TARGET DATE	PROGRESS
1. <u>Produce a Strategic Property Management Policy</u>			
a) Property Management Strategy		Strategy completed. To be issued on Intranet site immediately	Completed
b) Re-visit and revise the asset management plan based on the existing asset register and include condition surveys) Improved protocols for the use of the Minor Modifications Budget (to be operational following approval of CB strategy)		Target date revised to 30 April 2006	Completed
f) Improved protocols for the use of the Minor Modifications Budget:			
<ul style="list-style-type: none"> <li>Develop protocols</li> <li>Distribute protocols to budget holders</li> <li>Review protocols by 30.06.06</li> </ul>		31.1.06 31.1.06 30.6.06	Completed Completed Ongoing



RECOMMENDATION	ORIGINAL TARGET DATE	REVISED TARGET DATE	PROGRESS
2. <u>Set up contracts by way of tender for the procurement of services</u>			
a) Term consultants (partnerships/contracts) for capital works/major revenue projects in place		(a) gateway review by 31.04.06 Completion by 30.06.06 Review by 31.03.07	Discussions under way with the Strategic Head of Procurement regarding the engagement of Term Consultants
b) Term contracts (partnerships/contracts) to allow work to commence under term contracts		(b) gateway review by 31.04.06 completion by 30.06.06 Review by 31.03.07	Discussions under way with the Strategic Head of Procurement regarding the engagement of Term Contracts
c) Responsive works:		c)	
i) define and clarify roles and responsibilities and determine level of work for outsourcing		i) 30.04.06	Completed
ii) contracts in place to allow work to commence		ii) 30.06.06 Review by 31.03.07	Completed
d) Schedule of rates developed to tie in with responsive works		d) 31.03.06 review to be completed by 31.12.06	To be completed due to staff shortages
		f) 31.03.06	

RECOMMENDATION	ORIGINAL TARGET DATE	REVISED TARGET DATE	PROGRESS
f) Quality matrix (cornerstone of selection process) to be fully developed prior to undertaking the tendering process		review of the quality matrix by 30.06.06	To be completed due to staff shortages
3. <u>Develop performance indicators for the Brigade and Suppliers</u>			
a) Identify areas for indicators		a) 'Gateway Review' by 31.01.06 revised target date to 31.03.06	To be completed due to staff shortages
b) Explore the market to determine suitable indicators and benchmarks		b) 'Gateway Review' by 31.01.06 target date revised to 31.03.06	To be completed due to staff shortages
c) Develop internal indicators that are SMARTIE		c) 'Gateway Review' by 31.01.06 target date revised to 31.03.06	To be completed due to staff shortages
d) Develop indicators for external suppliers that are SMARTIE		d) 'Gateway Review' by 31.01.06 target date revised to 31.03.06	To be completed due to staff shortages
e) Determine appropriate standards in order that satisfactory performance or otherwise can be measured and acted upon		e) 'Gateway Review' by 31.01.06 revised target date to 31.01.06	To be completed due to staff shortages

RECOMMENDATION	ORIGINAL TARGET DATE	REVISED TARGET DATE	PROGRESS
f) Incorporate indicators into contracts and quality matrix		f) 'Gateway Review' by 31.01.06 revised target date to 30.06.06	To be completed due to staff shortages
g) Review and amend indicators on an annual basis to drive up standards		g) 1 <sup>st</sup> review February 2006	To be completed due to staff shortages