

OPA 2012 IMPROVEMENT REGISTER- FEBRUARY 2013

<u>Responsibility</u>	<u>Areas for Consideration</u>	<u>Progress Since September 2012 in Addressing Area for Consideration</u>	<u>Lead</u>	<u>When</u>
LEADERSHIP AND CORPORATE CAPACITY				
FRA/CB	The clarity of the message can be improved. The future direction of the Service sits across a number of documents which need consolidating into strategy.	The Service will ensure clarity of vision by bringing together its Integrated Risk Management Plan (Community Safety Strategy) and Strategic Intent Document within The Plan. A draft of The Plan 2013/2016 was submitted to Authority for consideration in February 2013. It is intended that The Plan will be submitted for Authority approval at its April meeting.	FRA/CB	Plan to be approved by Authority - April 2013. On target.
FRA/CB	The future direction of the service is sometimes set opportunistically rather than following a clear strategy.	The Plan sets the strategic direction for the Service and drives the targeting of resources across its four priority areas to deliver strategic objectives to achieve desired outcomes. In developing The Plan legislative responsibilities, integrated risk management, key external drivers (Comprehensive Spending Review for example) are all influential in determining the Service's strategic direction. The Fire Authority is a key stakeholder and is fully involved and engaged in the development of The Plan. The Plan has been informed by the Community Safety Strategy which was developed following external consultation. The Service has in place planning and performance frameworks that should enable for the appropriate commissioning and management of work at all levels to ensure that activity is undertaken in accordance with the direction set in The Plan. In terms of Programmes and Projects the application of the governance framework within these environments should enable for the appropriate commissioning and delivery of outputs and outcomes that are in accordance with the Service's strategic imperatives.	FRA/CB	No further action. Noted by Scrutiny Committee 5/11/123
FRA/CB	The Service will require compelling collective leadership from Members and officers to guide the organisation through the coming years.	The Authority's Committee framework enables for effective Member engagement, consultation and decision making. Through our organisational development strategy we will continue to develop the leadership skills of our officers. The Service will continue to ensure that Members and officers are fully informed, involved and influential in the Service change agenda necessitated by the recent and future comprehensive spending review decisions.	FRA/CB	No further action. Noted by Scrutiny Committee 5/11/12
FRA/CB	Many BuS decisions are outstanding and staff would benefit from seeing the outcomes of their work.	Whilst the BuS brand remains within the organisation, the BuS Programme Board has been suspended and projects that were being governed under the umbrella of the BuS programme are reported by Directors into Corporate Board. Future options for the delivery of programmes and projects are currently being considered.	Director TOPS.	Ongoing. On target

OUTCOMES FOR LOCAL CITIZENS				
CB	Seek clarity on the value added by key activities.	In developing normal business, activity should be managed and coordinated under the auspices of the planning framework. All action plans are regularly monitored and reviewed. Corporately we monitor and challenge our plans and performance indicators through the Corporate Performance Review and then Scrutiny Committee. The key principle in our approach at all levels of planning incorporates the principle of outcome focussed planning and performance evaluation using a logic model approach. It is the responsibility of all managers to ensure that activity undertaken adds value and supports the delivery of the Service's priorities and objectives as set out in The Plan.	Strategic Advisory group	No further action. Noted by Scrutiny Committee 5/11/12
ORGANISATIONAL CAPACITY				
Scrutiny Ctte	Maximise the use of the new scrutiny arrangements to drive improvement	Scrutiny Committee arrangements have been integrated into the Authority's Committee framework. Scrutiny Committee, within its terms of reference, has a number of mechanisms with which it can drive performance improvement. The Scrutiny Committee 2012/13 work programme has been formally agreed and as part of this work a review of Safeside has been undertaken. A scrutiny workshop to refresh and enhance skills and knowledge in this area was delivered to Members in November 2012.	SPIRiT	No further action. Completed November 2012.
Director TOPS	Consider the relative value of the income generation initiative.	A review has taken place of the performance of the Company. It has been determined that in the best interests of both the WMFS and The Company that a dedicated resource for the Company should be established. This approach was approved by both the Company Board and the Executive Members of the Fire Authority.	Director TOPS.	No further action. Completed January 2013
CB	Consider the approach towards regional collaboration	All opportunities for regional collaboration will continue to be considered on a case by case basis.	Case by case CB	No further action. Noted by Scrutiny Committee 5/11/12
Director Resources	Focus ICT capacity on key projects to drive change.	Corporate Board has approved a process for filtering and prioritising Application Development work based around streams of work rather than individual submissions. A two stream approach to identifying priorities has been agreed with two distinct groups (Stream 1: Operations, TOPS and the Academy and Stream 2 all other functions) working with ICT to identify Service priorities.	Strategic Head of ICT	CB has agreed prioritisation approach. Ongoing but no additional further action required. March 2013
Director HR	Staff want freedom to exercise their judgement.	Through the provision of its staff development programmes, the Service will continue to encourage staff to exercise professional judgement in many issues and many matters.	HR/The Academy	No further action. Noted by Scrutiny Committee 5/11/12
CB	There is some evidence of silo working.	The Service's planning and performance frameworks provide the opportunity for effective cross functional engagement and involvement in the development and delivery of work in support of The Plan. The creation of the Strategic Advisory Group has reduced the potential for silo working and encourages a cross functional approach with full stakeholder engagement. The governance arrangements within the programme and project environments minimise the opportunity for silo based working. All work packages are designed in such a way that interdependencies and impacts upon other packages are considered.	SPIRiT	No further action. Noted by Scrutiny Committee 5/11/12

COMMUNITY RISK MANAGEMENT				
FRA/CB	Potential for more use of risk analysis in decision making.	Corporate Board have approved the adoption of intelligence-led decision making to be relied upon wherever relevant and appropriate, to ensure that scarce resources are targeted in an effective and dynamic manner into the future. This approach can be applied across the whole spectrum of strategic decision making and to underpin clarity and accountability in all areas of activity.	Director TOPS.	No further action. Noted by Scrutiny Committee 5/11/12
CB	Does commitment to response times inhibit flexibility?	The commitment to response time performance is not restricted to standard pump rescue ladders as the only form of response option. Therefore, this approach actually increases our flexibility as the Service can experiment with other options. The Service has not committed to any hard and fast targets in this area, but has been able to ensure that response is targeted proportionately at high risk incidents and areas.	Director Operations	No further action at this time. Noted by Scrutiny Committee 5/11/12
FRA/CB	Low Risk Flexible Crewing explored but not yet willing to implement.	Low risk flexible crewing remains an option for the Authority and if required could be implemented should this be necessitated by financial considerations and/or changing strategic risk analysis. Should the potential for change occur a report will be submitted to the Fire Authority.	Director TOPS.	No further action. Completed January 2013.
Director TOPS / Ops	Relationship between Protection and Prevention should be strengthened.	This is happening, as exemplified by the developing involvement of station based personnel in protection inspections, in addition to the prevention activity they already do. Site Risk Survey is enabling the outcome of site visits to be shared between the two areas, to the mutual benefit of both. Opportunities to strengthen working relationships are considered on an ongoing basis.	AC Protection/ AC Community Safety	No further action. Noted by Scrutiny Committee 5/11/12
RESPONSE				
Director TOPS	Consider how embedded operational procedures are- Risk Critical Information (RCI)	A stakeholder meeting took place in October 2012. This recognised the progress that has been made on RCI and identified the scope of a 2nd phase of development in this area which comprises; Introduction of FireCat messages into RCI: Introduction of Support Staff into RCI: Develop a system which links RCI Ops Procedure Notes (OPNs) with Ecademy – All RCI OPNs will in future require a small set of questions or a PowerPoint and questions to confirm knowledge and understanding. This should be an automatic transfer from RCI to Ecademy and back to RCI: Change wording on RCI homepage to recognise watch/group activity. This will further emphasise the value of group or Watch based input and shared learning followed by individual responsibility to record confirmation of understanding. All the phase 2 developments take their place in the list of ICT development requests and will therefore take time to realise. The Lead Officer is satisfied that RCI represents a robust method of assuring this information is shared effectively and phase 2 will provide additional capability beyond the initial requirements. Therefore this OpA area for consideration has been effectively addressed.	AC Response	Stakeholder review and evaluate phase 2 progress July 2013. Completed February 2013.

Director TOPS	The system for site specific risk information requires a review to ensure information about high risk premises is captured, disseminated and the information is current and accessible.	A full review of the Site Risk Survey(SRS) has been commissioned and commenced July 2012. As part of this work the quality of SRS information provided by operational crews to support effective response will be reviewed as will the suitability of MDT as the means of making this information available at an incident. The review will also address concerns raised regarding the frequency and management of the process for reviewing 7(2)(d) information. Station personnel have been consulted via questionnaire and their views were discussed at February's stakeholder meeting with a view to informing any recommendations for change made. A draft report detailing the findings of the review along with potential recommendations has been produced and is being considered by stakeholders. The findings of the review have been reported to Director TOPS. A number of areas for improvement have been identified and will be addressed as part of an overhaul of the SRS process.	GC Operational Intelligence and SRS/AC Black Country	Review completion March 2013. On target.
PREVENTION				
Director OPS	New HSC points system is not fully understood by crews.	The understanding of the HSC points system at an operational level service delivery level continues to improve. An annual points total for WMFS was set at 150,000 based on assumptions around the average expected points per HSC of 5. These points were established by Community Safety and Statistics using data from previous HSCs. The actual average number of points being achieved is 2.9 which has resulted in the total number of points this financial year so far of 47258. It is anticipated that the total point score for the financial year will be 76,566 (51.24% of the target) which includes those referrals yet to be completed. A task and finish group has been established to address ongoing improvements to the system taking into account experience from operational staff. Recent IT upgrades will now ensure that future point scoring analysis is more reliable. The task and finish group have also reviewed the points allocated against specific risk and determined that some of the risk criteria points should be adjusted to give greater weighting against specific risk. An update on HSC performance has been provided to Scrutiny Committee.	AC Community Safety	Complete review of system - March 2013. On target
Director OPS	Referral information could be improved from some partners for HFC targeting.	As part of the ongoing engagement with Operations partners, work will be undertaken to improve the quality of referral information supplied and better support HFC targeting. The Level 2 Vulnerable Persons Plan identifies that the focus is on achieving 80% of HSC referrals from partners. Station Commanders and LALOs are working with partners to increase the referral pathways to be able to achieve this target.	AC Community Safety	Ongoing but no further action required. February 2013.
Director OPS	The Local Authority Liaison Officer and Vulnerable Persons Officer are inconsistently aligned with operational teams.	As part of the Service's change programme (BuS) a number of service delivery structures are currently being evaluated. As part of this work the number and role of Local Authority Liaison Officers and Vulnerable Persons Officers will be considered to ensure best fit in supporting the effective management of local risks and priorities in accordance with the requirements of The Plan. More VPO's are receiving training to increase numbers across the WMFS area. A review of Command Based Prevention Resources is being undertaken during Feb '13 which includes the budgets for LALOs and VPOs alongside the Advocates and Area Youth Officers. Following the Service Delivery Management Review that proposed the existing eight command areas being re-aligned to five, the task of reviewing command based prevention resources was required to determine if the existing staffing models were still applicable. The review also required an overall reduction in the budget of 25%. The review has proposed a number of options that are currently being considered before any formal proposals are made.	AC Community Safety	On target

PROTECTION				
Director TOPS	Current Risk Based Inspection Programme (RBiP) is not being significantly used.	The RBiP system is currently under review. The review will ensure that the new system accurately reflects the risks present in the West Midlands. The RBiP will be the primary source for planning and delivering routine audits and is a key enabler in the Service's move towards location independent working arrangements. Processes will be put in place to ensure that audits are undertaken on the basis of risk. Phase 1 of the RBiP should be completed and ready for testing in May 2013.	AC Protection	Phase 1 testing May 2013. On target.
Director TOPS	Audit System is reactive and not proactive-Risk Based Inspection Programme (RBiP).	As above. The decision was taken (before 2006) that the offered product from the DCLG would not be adopted because it would require a street search; estimated at the time to take approximately 8 years to complete. The Service's upgraded RBiP will be ready before then. Two other FRS' have shown an interest in the Service's product with discussions in regarding purchase at an advanced stage. The new RBiP will support location independent working and provide reliable intelligence in terms of the risk ratings of premises in the West Midlands	AC Protection	Phase 1 testing May 2013. On target.
Directors TOPS / Resources	The new RBiP being built internally by ICT has stalled.	In line with the agreed process for identifying ICT priorities, the RBiP upgrade has been reflected as a high priority by TOPS on the Stream 1 priority schedule. Phase 1 of the upgrade should be completed and ready for testing in May 2013.	Strategic Head ICT / AC Protection	Phase 1 testing May 2013. On target.
Director TOPS	Other commercial IT solutions have not been investigated.	A number of alternative solutions were considered prior to the RBiP being originally commissioned. An upgrade to the RBiP is to be undertaken and will be delivered internally.	AC Protection	No further action required. February 2013.
Director TOPS	Paper based audit process is onerous.	As part of the ongoing RBiP upgrade opportunities to remove paper based recording processes will be maximised and where possible a single point of entry approach will be adopted	AC Protection	No further action required. February 2013
Director TOPS	Site Specific Risk Information (SSRI) collection is limited with no input from ops.	Operational staff are involved at all stages of the Site Risk Survey (SRS) collection process. Fire Safety Officers are required to complete two pages on the current RBiP audit form to support the provision of specific risk information to operational crews. Upon receipt of this information operational crews are required to visit the specified site and complete the SRS workbook.	AC Protection/ GC Operational Intelligence and SRS	No further action. Noted by Scrutiny Committee 5/11/12
Directors TOPS/ Operations	Limited links between Ops and Fire Safety.	In addition to comments below, the links between Fire Safety and Operations are improving. Site Risk Survey information is underpinned by information gathered from both fire safety and operational sources. Any serious breaches of fire safety on premises are provided to operational personnel by means of turnout messages on Mobile Data Terminals. Fire Safety Officers regularly attend Borough Command meetings. The SRS high rise will also enable for closer working between operations and fire safety. A new tool kit is now available on line for the operational crews to undertake 'commercial hot strikes' following a fire.	AC Protection	No further action. Noted by Scrutiny Committee 5/11/12

Directors TOPS / Operations	Operations crews do not undertake fire safety.	There are over 30 operational personnel who have undertaken training to deliver inspections and investigate complaints. A protocol has been established with Fire Control for their use. A suite of Fire Safety toolkits for use by operational crews to support risk reduction in low to medium risk premises falling within the scope of the Regulatory Reform (Fire Safety) Order is currently being developed. A new tool kit is now available on line for the operational crews to undertake 'commercial hot strikes' following a fire.	AC Protection	No further action. Noted by Scrutiny Committee 5/11/12
Director TOPS	There is a potential conflict of interest setting up Fire Engineers.	Whilst the service acknowledges there is a risk of a conflict of interests between providing engineering solutions and potential enforcement these areas of business are treated as separate functions. Should the necessity to prosecute arise this will be dealt with by the Prosecution team. Within WMFRA it is the CFO plus Chair and Vice-Chair who authorise enforcement actions. Therefore two of the current Board members of the company usually exercise a key role in enforcement decisions. If enforcement action was to be considered against a customer of the company, and if some linkage back to the company's fire engineering strategy was likely to be suggested, then the CFO and Chair would need to seek advice on whether they could participate in the enforcement decision or if it should be passed to other senior officers and Authority members. The potential for conflict of interest was discussed at the WMFS Business Safety Board meeting on 18 May 2012 and it was determined that the measures detailed above would usually offer a sufficient degree of protection from the potential for a conflict of interest.	WMFS BS Board of Directors	No further action. Noted by Scrutiny Committee 5/11/12
HEALTH AND SAFETY				
Director TOPS /Director Ops	SSRI information on appliances is limited, out of date and not user friendly for operational staff.	A review of existing 7(2)(d) information commenced. As part of this review station personnel will consider the accuracy and validity of information and plans available on Mobile Data Terminals for use at operational incidents. The frequency of the review of 7(2)(d) information will also be reconsidered and confirmed as part of this work. Operational staff, as end users, will be involved and influential in all stages of the review and in determining future direction of travel. Operations have previously factored in to the simulation/exercise programme the need to use those sites/premises for which SRS is kept in order to use and test plans.	GC Operational Intelligence and SRS	Linked to and to be included within the scope of the review of SRS outlined above on page 4. Review completion March 2013. On target.
Director TOPS	Further understand the low level of recorded near hits.	The SHE Team has analysed the data and the reduction in near hits is in proportion with the reduction in injuries and is in line with the general trend of incident calls being down. Near hits are recorded in many more ways than via the near hit system (including debrief, hydrant near hit, EB1, TEW defect reporting) so the reduction is as expected. However, work continues to promote near hit reporting. A presentation was given to the Operations Commanders in August 2012 so that managers could encourage reporting. The SHE Team through various methods of media also promoted near hits and via local Health & Safety meetings. Over 2/3rds of fire stations have been visited. The number of near hits is continuously monitored and is reported at a strategic level tri annually at the Brigade H&S meetings.	SHE Manager	Subject to ongoing monitoring via the H&S meeting framework. No additional action required. Completed February 2013.
TRAINING AND DEVELOPMENT				

Director HR/ Operations	Arrive to perform framework needs reviewing to ensure all staff can demonstrate competence including Watch and Crew Commanders.	A review has been undertaken of the Melio records which confirm that the majority of Watch and Crew Commanders can demonstrate competence in subject areas at A2P where the opportunity has not arisen to gather evidence from operational incidents. Ongoing improvements and evaluation of A2P is continually being undertaken between Operations and The Academy to ensure service delivery and the pursuit of operational excellence.	GC Operational Training Support	Subject to ongoing evaluation, no further action beyond this required. Completed. February 2013.
Director HR	Member development uptake could be significantly improved.	Member development is part of an existing strategy within the Organisational Development function. Director HR has sought Members views on this matter and provided a presentation at a recent PPF followed by Executive Committee report (4 th Feb 2013) which sets out a six point plan to further establish, continue and improve the training and development process for Members.	Learning and Development Adviser Academy	Changes being implemented as set out in Executive Committee paper, 4 February 2013. On target.
HR	The profile of training for green book staff could be raised.	An Integrated Personal Development System (IPDS) supported by the pay and grading system for green book employees is becoming embedded in the organisation. The IPDS model provides the framework for employee personal development and provides tools for the identification of learning and development objectives. To support the understanding of the new system performance development review (IPDR) training for managers has taken place. Communication briefings will also be available to explain role profiles, progression model, behavioural framework and development activities available. An Annual service-wide training needs analysis exercise has been undertaken and training requirements identified following consultation with Departments. This approach has been informed by the Academy Development and Training directory which is available on eCADEMY to all personnel and sets out the range of learning and development opportunities to all personnel.	Learning and Development Adviser Academy	Training needs analysis to be reviewed annually. No further action required.
Directors HR / Operations	Ensure that the number and scale of exercises are clearly linked to the risk profile.	The Operations Directorate are largely responsible for the exercise schedule. Discussions are in progress at Operations Commanders meetings and between Operations and The Academy about the future of the exercise schedule. Ops Commander Jason Campbell is the lead officer for Operations. It has been decided by Ops Commanders that the current exercise schedule will be maintained until at least 1 st July.	GC Operational Training Support / Operations	Current approach in place until at least 1st July 2013. On target.
Director HR/ Operations	Modern methods of building construction do not appear in the training curriculum for operational staff.	There is a clear agreement that this should form an essential part of any firefighters knowledge. Information on building construction and timber framed buildings is available throughout the organisation. In March 2013, representatives from The Academy, Ecademy, Fire Safety and Operations will meet to discuss the information and training aides they possess, consider a suitable training curriculum for firefighters and confirm the most ideal method of delivery.	GC Operational Training Support	Stakeholder meeting March 2013. From which a delivery approach and timeline will be agreed. On target.
CALL MANAGEMENT AND INCIDENT SUPPORT				
Director TOPS	Phase II of the control collaboration project not fully appreciated.	The Shared Fire Control Project Board has subsequently agreed and implemented a communication strategy and plan for the project that will ensure that timely messages are delivered to agreed stakeholders when appropriate. Both the strategy and the plan have been approved by the project Governance Board.	Shared Fire Control Project Team	Subject to ongoing evaluation and review at Programme Board. Noted at Scrutiny Committee 5/11/12
Director TOPS	Review the use of talk groups to reduce costs.	The management of Airwave talkgroups is as efficient as it can be, given the constraints of the current technology in use. The Shared Fire Control Project plans to purchase new technology that will manage talk groups more effectively to achieve further improvements and savings in this area in the future.	Shared Fire Control Project Team	Project Completion - April 2014. No further action required.