

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

22ND JUNE 2009

**1. ANALYSIS OF PROGRESS TOWARDS KEY OBJECTIVES –
FOURTH QUARTERLY REPORT FOR 2008/2009**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Authority note the progress made in delivering the Departmental and Operations Command Areas' 2008/9 Action Plans.
- 1.2 THAT the Authority note that a detailed review of progress was carried out at the regular meeting with the Lead Members for Performance Management.

2. PURPOSE OF REPORT

- 2.1 This report is submitted to provide the Authority with an analysis of progress made towards the delivery of Departmental and Operations Command Areas' Action 2008/09 Action Plans.
- 2.2 The report also informs Members that a detailed review of progress including the reason(s) for non-completion of particular milestones was carried out at the meeting with Lead Members for Performance Management on 21st May 2009.

3. BACKGROUND

- 3.1 The Departmental and Operations Command Areas' Action Plans include milestones for the completion of work activity which is part of the delivery of the specific Action Plan objectives.
- 3.2 Appendix 1 provides strategic analysis on the progress and exceptions to date of those milestones which were due for completion within the fourth quarter of 2008/09. A full report detailing progress made towards the objectives is available on request.

- 3.4 The performance management arrangements include provision for regular meetings with the Lead Members for Performance Management. At those meetings the progress reports can be reviewed in more detail and a Task and Finish Group initiated if appropriate. A detailed review of progress was carried out at the meeting on 21st May 2009.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment has been carried out and, whilst the report does not raise issues that require a full Equality Impact Assessment to be completed, Departments are responsible for completing an Equality Impact Assessment on their individual objectives/actions contained within their action plans.

5. **LEGAL IMPLICATIONS**

The National Framework document for 2008-11 is given statutory power by the Fire and Rescue Services Act 2004. One of the key requirements in the Framework is performance assessment and the ongoing analysis of data is a key element in support of this requirement.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

BACKGROUND PAPERS

Departmental and Command Action Plans for 2008/2009

VIJ RANDENIYA
CHIEF FIRE OFFICER

Directorate and Brigade Summary – Quarterly Monitoring of 2008/2009 Departmental Action Plans

APPENDIX

1

PAIT Directorate		Blue	Green	Amber	Red	Plan No	Plan Title	Reasons for Non Completion of Milestones
Qtr 4	9		7	1	1	1 Red	Performance Information Meetings.	Milestone 4 - Some work has been undertaken with Operations Commanders to develop new 'Outcome' based indicators. A workshop was held in October 08 (Milestone envisaged Sept 08), to look at 'high level' Outcomes. Ops Commanders are currently undertaking work in Command Areas to map Outcomes to Outputs and a further workshop is taking place in late June 09 to look at PIs in relation to LAA Outcomes.
						9 Amber	Performance Management Approach/Framework across the Service.	The Performance Management Framework document has been drafted and is ready to be submitted for approval.

HR Directorate		Blue	Green	Amber	Red	Plan No	Plan Title	Reasons for Non Completion of Milestones
Qtr 4	16	1	14	0	1	11 Blue	Introduce a Cycle to Work Scheme.	Milestones 5, 6 and 7 of Action Plan Version 4 have all been completed in this Quarter. Milestone 8 – 'go live date' has been brought forward to 1st May 2009.
						9 Red	Ensuring effective resourcing of West Midlands Fire Service.	Milestone 7 had been delayed from 2008, but now funding has been agreed for Phase 2 implementation of the Human Resources Management System. Business requirements have been finalised and the tendering process commenced. Implementation of Phase 2 to be complete by June 2010.

Tech Services Directorate		Blue	Green	Amber	Red	Plan No	Plan Title	Reasons for Non Completion of Milestones
Qtr 4	1		1					

Finance & Procurement Directorate		Blue	Green	Amber	Red	Plan No	Plan Title	Reasons for Non Completion of Milestones
Qtr 4	6		6					

Ops Support Directorate		Blue	Green	Amber	Red	Plan No	Plan Title	Reasons for Non Completion of Milestones
Qtr 4	17		12	5		1 Amber	Capacity and Resilience planning for 2012 Olympics.	Meetings now scheduled to take place with external agencies in the development of joint response strategies. Work is continual as it evolves towards the 2012 date.
						2 Amber	Review business processes, Risk Based Inspection Programme and staffing arrangements.	The Risk Based Inspection Programme review has been completed. Outcomes and recommendations have not yet been discussed between HQ Fire Safety and Fire Safety delivery managers. Lean processing has been completed on prosecutions but other processes are still to be completed. Staffing Arrangements: Efficiencies have been made and a review of Fire Safety Administration has commenced and will be ongoing into 09/10.
						3 Amber	Develop operational intelligence capacity.	Site Risk Survey (SRS) training has commenced. All watches will have completed initial SRS by 31/7/09. A review of SRS, management, delivery and administration will be reviewed in September 2009. The delivery of the SRS 'Priority List' has started and will be completed by 31/3/10.
						13 Amber	Safeside at Eastside Implementation Strategy in partnership.	On receipt of Children's Safety Booklet this action will be complete.
						15 Amber	Targeted Response Vehicles.	The second Targeted Response Vehicle (TRV) is now on the run. Monitoring of TRVs will continue from April 2009 and is included in the 2009/10 Action Plan.

CPS Directorate		Blue	Green	Amber	Red	Plan No	Plan Title	Reasons for Non Completion of Milestones
Qtr 4	4		4					

Operations Directorate		Blue	Green	Amber	Red	Plan No	Plan Title	Reasons for Non Completion of Milestones
Qtr 4	9	2	5	1	1	2 Blue	Fire Safety in the Home	Targets for a number of Performance Indicators have been exceeded.
						4 Amber	Road Safety	There has been a slight delay on agreeing some of the Road Casualty Reduction Partnership working arrangements but agreements and programmes of work will be in place next few months. The Action Plan continues throughout 2009/10, with Milestones moving towards being more outcomes focused.
						5 Red	Risk Information	Anticipated achievements regarding Site Risk Survey (SRS) process were not possible due to a series of ICT Infrastructure and technical issues. These matters have only now been resolved and the programme is back on track The progress of the project was held up for the reasons stated above and so the Milestones were held in abeyance until activities could proceed. They now can proceed and it is expected that the High Risk SRS's will be completed by March 2010..
						6 Blue	People Development	End of year evaluation of Individual Performance Development Reviews (PDR) confirms usage across the Brigade although a consistent process has not been used. The Middle Management Development Programme (MMDP) has continued to be developed in preparation for MMDP4. The Workplace Assessment team is in place and delivering against expectations. The Training Strategy Group and Fire Fighter Development Programme actions have been delivered on target. The Supervisory Management Development Programme has been completed. Work on the PDR Pro replacement software has commenced.

No Plans	Qty	Blue	Green	Amber	Red	Blue	
Qtr 1	70	1	62	1	6		Work and milestones in the plan are ahead of Schedule
						Green	
Qtr 2	66	8	33	16	10		Fully Completed = All planned work has been completed and progress is as expected at this point in time
						Amber	
Qtr 3	65	3	48	11	3		Largely Completed = One milestone during this or previous quarters not met
						Red	
Qtr 4	62	3	48	8	3		Partially Completed/Not Started = 2 or more milestones in this or previous quarters have not been completed

A total of 56 Action Plans for 2008/2009 have been completed or are on target for completion.

Directorate and Brigade Summary – Quarterly Monitoring of 2008/2009 Departmental Action Plans

APPENDIX 2

Department	Change	Explanation
HR		
8. Develop the skills of the workforce	Completed	all actions have been achieved and completed and can be removed for reporting in the next quarter
F&P		
5. Heath and the Elderly (Partnerships)	Completed	
6. Help, Inform, Support (Partnerships)	Completed	
PAIT		
3. Support Direction of Travel Assessment	Completed	
4. Performance Measures	Merged	Amalgamated into revised action plan 9.
CPS		
1. Security of Corporate Data	Completed	Completed ahead of schedule