Operational Assessment 2016 Improvement Register – update October 2018

Strategic Leadership and Governance					
Number	**Areas for Consideration**	**Progress in Addressing Areas for Consideration**	**Lead**	**When**	**Status**
1.	Review of the Scheme of Delegation: A review of the Scheme of Delegation would provide some clarity about decision taking in the organisation. Peers felt that the role of Members could be enhanced further to provide this.	The scheme of delegations set out the Fire Authority's responsibilities in setting direction for WMFS. The delegations also set out the Chief Fire Officer's responsibilities in managing operations, workforce and allocation of resources to deliver against this strategy. However as governance for WMFS progresses, the future Reformed Fire Authority (RFA) and the ultimate transfer of governance to the Mayoral West Midlands Combined Authority (WMCA) will reshape the role of Members as numbers will reduce and therefore responsibilities will change.	SE Strategic Hub	RFA June 2018 (FRA AGM) Mayoral WMCA Oct-Dec 2018	Progress of this work stream will be monitored via existing reporting mechanisms into full Fire Authority. **Complete.**
2.	Members should be considered as change agents within the Service and on behalf of the community.	It is considered that this is already an expectation of all Members and more so Section 41 Members. Alignment to local fire stations supporting the delivery of preventative work as well as representing/being the voice of WMFS in local authorities, supporting the	SE Strategic Hub	RFA June 2018 (FRA AGM) Mayoral WMCA Oct-Dec 2018	Progress of this work stream will be monitored via existing reporting mechanisms into full Fire Authority. **Complete.**

		delivery of outcomes. Greater emphasis will be placed on expectations here from the Chair to ensure clarity. However, the changes outlined in number one above will have a great impact on the future role of Members as part of WMFRA and then the 'Fire Committee' in the Mayoral Governance options.			
3.	Allocating a member or two to various aspects of the Service so that they gain a far wider in-depth understanding of protection, prevention, equality and other areas so that when decisions are bought to the Authority, there are peers there who are recognised to have worked on the detail.	The approach of the Authority is for all members to have a rounded knowledge and understanding of strategy and progress in implementing this. This is supported through focused Policy, Planning Forums which support in depth information giving, as well as challenging question and answer sessions. There is a performance lead through the Chair of Scrutiny who also attends Corporate Performance Reporting forums quarterly. The Chair, Vice Chair and opposition leader currently have a focus specifically on governance change. There is a lead member who chairs the Joint Consultative Panel, thereby leading on employee relations as appropriate and the Chair of Audit champions risk and governance	SE Strategic Hub	RFA June 2018 (FRA AGM) Mayoral WMCA Oct-Dec 2018	Progress of this work stream will be monitored via existing reporting mechanisms into full Fire Authority. **Complete.**

		Generally all Members are appraised of progress against strategy and particularly Section 41 Members, to support leadership across the 7 constituent Local Authority areas. As governance for WMFS progresses, the future Reformed Fire Authority (RFA) and the ultimate transfer of governance to the Mayoral West Midlands Combined Authority (WMCA) will reshape the role of Members. Membership of the RFA will reduce and therefore responsibilities will change. Introducing this suggested approach will be revisited on the move to a RFA in June 2018.			
4.	The Fire Authority could offer more constructive challenge to the senior management team.	All Authority forums including the Policy Planning Forum and full Fire Authority meetings provide a forum for challenge and/or questions. The Policy Planning Forum in particular is an engagement forum used to ensure Members' awareness and ongoing involvement which enables challenge from Members.	SE Strategic Hub	No further action	**Complete**

5.	Early engagement around the Fire Reform agenda with Members and Staff will help WMFS develop both its strategies for further reform and the organisations longer term vision. Development needs of Members need to be considered (in light of Home Office Fire Reform programme).	This is a developing conversation with members and has particular focus in Policy Planning Forum and Fire Authority due to the Authority's journey to governance change. Early engagement and progress reporting has taken place and continues in a timely way, with a focus on the delivery of an efficiency plan and governance change.	SE Strategic Hub	Continuing.	This action has been absorbed into wider Member development and will continue to be progressed. **Complete.**
6.	Some time spent on inward reflection by Strategic Enabling Team (SET) about its role and how this could be developed would be beneficial. Some SET members and other staff stated that there was a lack of clarity about SET's role.	The role of SET is continually evolving and developing. An example of where the clarity and role of SET has been strengthened is through the adoption of the approach to project management through 3PT. **March 2018 Update:** The ongoing 12 monthly review process of SET conducted by the CFO enables SET to evaluate its approach and effective delivery of the strategy. 3PT now provides the focus on the value delivered through the team. Regular development sessions are identified and delivered	SE People	Ongoing	**Complete.**

		through the team utilising a range a range of internal and external delivery methods. Based on this ongoing approach to the development of SET this consideration can be closed.			
7.	The Service should review how change is being implemented and how it can engage more fully with staff. The pace of change within WMFS has been significant in recent years. It might now be time for the organisation to review how change is being implemented and how it can engage more fully with the whole workforce. More opportunities for staff from different teams to problem solve in task and finish would help to a) eliminate barriers to change, and b) to review and revise new systems in the light of experience. There may be more opportunities to share learning and experience	How change is being implemented and how the Service can engage more fully with staff is deeply embedded into the work force reform programme that has commenced and is currently ongoing. This is an agreed priority within SET. Communication of change and the vision, both internally and externally is work that is ongoing and being implemented through: • Shaping the Communication function to the 3PT environment in order to maximise value released within all areas of the organisation • Driving change through digital technology • Workforce reform programme This work will also be embedded within the rolling Communications Strategy and the 3PT	SE Corporate Communications SE People SE Strategic Hub	Within our 3 year rolling strategy and a VUCA environment this is being absorbed into everyday activities and 3PT	**Complete.**

	better, and spread good practices more widely across stations and teams. The organisation needs to think about how it communicates its vision both internally and to the community. Members have a role to play here to. Clearer communications on change proposals might be considered to assist with organisational change implementation for staff and members. Seeking the views of members and staff on this point may well provide ideas for how communications could be improved.	environment through projects – for example the Digital Strategy. **March 2018 Update:** 3PT has been embedded amongst the SET and is being established across middle manager levels/project managers. This approach provides for a robust and comprehensive approach to change which embraces the whole workforce in leading and managing change, including at a task level. Communication sits at the core of enabling the effectiveness of this approach. Work continues with the review of communications and the introduction of open forums. This enables middle managers to come together and seek clarity regarding messaging and organisational position. It also enables two way communication and feedback from middle managers which is then fed back to SET. Additionally, feedback from 'What's Happening Visits' and other communication streams are considered at SET regularly.			

		October 2018 Update: 3PT has been embedded amongst the SET and is being established across middle manager levels/project managers. This approach provides for a robust and comprehensive approach to change which embraces the whole workforce in leading and managing change, including at a task level. Communication sits at the core of enabling the effectiveness of this approach. Work continues with the review of communications and the introduction of open floor forums and, coupled with Microsoft Applications (O365), these will enable middle managers to come together and seek clarity regarding messaging and organisational positions. It also enables two way communication and feedback from middle managers which is then fed back to SET. Additionally, feedback from 'What's Happening Visits' and other communication streams are considered at SET regularly.			

		The recent Trade Dispute has provided a platform for comprehensive discussions with the FBU and agreements reached in relation to Industrial Relations, Health and Safety and a cultural review. The dispute has also marked a review of current strategy in a very focused way to understand how strategy can be delivered, within a balanced budget, given withdrawal of new entrant contracts and therefore health commissioning activities/contracts. Communication visits have supported communications at the outset of the dispute and commence now post dispute. This enables communication to all staff as the strategy is in stages of review to enable understanding and contribution.			

Local Context and Priorities

Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
8.	The Service should now be reflecting on how it can tell its story and its successes even better.	This piece of work has started and is ongoing. Our digital strategy will support this. This piece of work has many dependencies not least work force reform (as it will be our	SE Corporate Communications	Reviewed through consultation and engagement on an annual basis through partners,	This status is **Ongoing** and will remain so

		employees who are our greatest ambassadors). Community membership is being reviewed to understand how our members can play their part in this area for consideration **March 2018 Update:** Progress remains the same as previously reported. **October 2018 Update:** Progress remains the same as previously reported.		businesses and communities.	
9.	WMFS now needs a major programme of engagement with wider partners to ensure they have the same understanding of issues before detailed options are worked up and decisions taken. It is important for WMFS to understand the priorities of its potential local and regional partners and to consider the language that is used so as to help create the right conditions for active collaboration. Local Authorities and health organisations all have different languages and	Stakeholder analysis is being developed and implemented through the wider communications strategy to determine which partners have shared priorities in order to develop combined outcomes.	SE Prevention SE Corporate Communications	Continuous, via day to day partnerships	**Complete**

	cultures. WMFS needs to understand what outcomes and targets partners are working to and what they are seeking to achieve. It will also be important to define WMFS' role, the added value and evidence based outcomes when working with others.				
10.	Consider revisiting regional collaboration as a partnership led from the community perspective.

Considering the Thomas Review, there is an opportunity to revisit this as a partnership led from the community perspective. | The regional collaboration document is still available and the corporate memory is there. Currently there is no political desire for this outside of WMFS and therefore this should be closed with the ability to update and refresh this document so it is available and up to date when required. | SE Portfolio | N/A | Will not be progressed further at this time.

Complete |
| 11. | Ensure the value of the response standards is quantified and that it is well understood by the community and wider fire sector.

WMFS needs to do more work on ensuring its value is quantified and well understood by the community and the wider fire service sector. | Survivability research helps us to understand the value but this needs to be communicated effectively. This will not be a one-off action but rather a continual area of work for all SET members when

There is going to be an NFCC programme (managed through the CPO) to look at community risk management. This will programme will lead to a national | SE Portfolio

SE Response | N/A | This is an on-going area of work linked to our IRMP and communication through all SET members

Complete |

	The response target has been appropriate for WMFS but may not be appropriate for the wider fire and rescue sector. It is important therefore, for the service to distinguish localised response need within its IRMP to demonstrate community risk need further. The Service may come under pressure to review its SDM as budgets become more constrained. The response time is valued by the community so it is important that its value continues to be well understood by the community and by the wider fire sector.	toolkit in relation to an IRMP. This will help us to promote and understand the importance of response times to survivability against risk. This programme will be delivered over three years. Our current IRMP clearly identifies response times in different areas and links to survivability. This is a publicly available interactive digital tool.			
12.	Retention of organisational memory: There is a need for the Service to consider its next generation of leaders so that they understand the story and the Service's unique selling points. How to best transfer knowledge	This is being addressed through delivering change and projects through the 3PT environment. This will enable the organisation to have an audit trail (corporate memory) to the changes that have been made. In addition this is being supported through communication strategy	SE People	Within our 3 year rolling strategy and a VUCA environment this is being absorbed into everyday activities and 3PT	**Complete**

	from those either leaving the Service or changing roles within it.	and the ability to communicate change and the vision, both internally and externally. **March 2018 Update:** 3PT is now embedded within the organisation and will provide the audit trail to our change programme.			

Financial Planning and Viability					
Number	**Areas for Consideration**	**Progress in Addressing Areas for Consideration**	**Lead**	**When**	**Status**
13.	The Service should develop more robust financial delivery plans within its overall financial strategy. The Service would benefit from having a more visible long term financial strategy (5-10 years), a medium term financial plan (2 to 5 years) and a short term financial plan in year. The organisation also needs to be clear on the difference between budget strategy and a longer term financial strategy. It needs to consider its resource mix as well as the affordability of its assets. By mapping	Financial strategy links to the business strategy (3 year cycle). Level of financial certainty linked to the current Comprehensive Spending Review (CSR), up to 2019/20. The budget is set for 2018/19 and consideration will be given to setting a long term financial strategy beyond the current CSR period, possibly up to 5 years. **March 2018 Update:** No funding announcements were made beyond 2019/20 within the February 2018 Finance Settlement. In addition, the outcome of the recently launched	SE Finance and Resources	Mar 2018	**Complete**

	out a long term strategy it can model different scenarios and see how they evolve.	Fair Funding Review could impact from 2021 onwards. Given this level of volatility over the next few years it is not considered appropriate/meaningful to produce financial plans over a 5-10 year period			
14 a	The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen:

Peer team not fully convinced about the deliverability of the Service's Efficiency Savings Plan – strong reliance on growing other funding streams. Corporate Risk Register has identified the risks of having to maintain contracts. However, there are more detailed risks around commission budgets being used to underpin the cost of core staff. The Corporate Risk Register should reflect that level of risk and the Service should consider contingencies for how it might manage if those commissions are not | The Service's Efficiency Plan was submitted to the Home Office in October 2016.

The financial settlement for 2017/18 to 2019/20 reflects the acceptance of that efficiency plan.

The efficiency plan will be monitored and / if where appropriate, adjusted to achieving the overall savings of circa £10m.

The actual achievement of the efficiency plan against projections will 'formally' be monitored and provided as part of the Fire Authority's assurance statement.

Corporate risk is managed around each specific commissioned service; through the Corporate Risk Register and through the 3PT environment. Mitigation and delivery is | SE Finance and Resources

SE Business Development | Reviewed as part of annual budget process.

Reported annually through assurance report. | **Complete** |

	sustained. These risks need to be articulated better in a coherent delivery plan that is properly monitored and enforced.	managed through planned activities, business continuity plans and through reviewing strategic approaches to new areas of business as our knowledge and understanding of different Business Development work streams increase. These will be presented through the innovation section of 3PT and also through project initiation documents to SET.			
14 b	The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen: There is a need to consider the risk of creating perverse financial incentives. WMFS should seek to work with commissioning agencies to ensure no perverse incentives are built into contracts to ensure the most vulnerable remain protected.	WMFS business activity is aligned to The Plan which clearly sets out its objectives aligned to delivering services in a risk based approach. Delivering services to the most vulnerable are therefore central to the motivations of creating new services. WMFS will always consider how we can undercut the market price offering value for money; utilising the public pound more effectively and delivering excellence in service delivery. It is difficult to understand what therefore is intended by the of the term 'perverse'. The Business development section has been created to seek a £2m deficit in funding, support the Service Delivery Model, specifically supporting a 5 minute response	SE Business Development	N/A	Monitored and reviewed on a continual basis as part of routine Business Development processes. **Complete**

		time and whole-time Fire Service to enable this. From a community perspective and from an employee perspective, WMFS areas of new business seeks to support our people and communities. **March 2018 Update:** The Business Development activity is fully managed through the 3PT framework; ensuring that all decision making is made aligned to the organisations strategy and therefore focused on delivering value release of our objectives. This is further supported to Business processes that have been introduced.			
14 c	The Service's Efficiency Savings Plan, commissioned budgets, contingencies, and intrinsic business acumen: Currently the organisation appears to be weak concerning intrinsic business acumen. This could be bought in to help deliver the income generation target.	The Business Development team have developed a Business Development strategy; is developing a number of business processes and frameworks to support the wider organisation in understanding of Business Development and increase business acumen. These are new areas of work for all with no existing pathway or footprint of delivery. As such,	SE Business Development	Within our 3 year rolling strategy with a project approach and milestones.	**Ongoing**

| | | officers are learning through emergent ways and sharing best practice and experience with each other using the Business Development officers; SharePoint and Office 365. The SET team and Group Commanders are now much more conversant in the business activity of the organisations and this is now naturally being cascaded to Station and Watch Commanders. As things evolve we will seek to engage with organisational learning to facilitate cross team development sessions and build this into the work of the leading excellence programme.

March 2018 Update:
In addition, this work is a project within the 3PT environment where all SET members have the opportunity scrutinise business decision making aligned to our strategy. Our commissioning framework is established we are now developing our commercial and Social Value and Sponsorship streams.

October 2018 Update:

Following the current cessation of health related commissioned | | | |

		activities, the Authority is reviewing its strategy in relation to business development. Whilst some low level business opportunities will be continued within functional departments, there is now a question over the need of a specific business development team. A business development assurance review has been commissioned by the Chief Fire Officer, this review is due to be completed on 31/10/18. The outcomes of this review will impact on the specific need for further specialist business skills.			
		Service Delivery and Outcomes for the Community			
Number	**Areas for Consideration**	**Progress in Addressing Areas for Consideration**	**Lead**	**When**	**Status**
15.	It would serve the Service well to continue to analyse and adapt the business case for working in the community. A performance management framework with inputs, outputs and outcomes would ensure greater sustainability of service delivery.	This area will form part of the ongoing work regarding the Integrated Risk Management Plan Toolkit. This work forms part of a larger programme which is being delivered through the Central Programme Office on behalf of the National Fire Chiefs Council. As a result, this is an area of work that WMFS does not own but contributes to as a key	SE Portfolio	3 year programme	Area will be progressed but forms part of larger national programme. **Complete**

		stakeholder. Timescales for the programme are three years.			
16.	Transformational change: Programme management needs to be more apparent and consistent. It was not entirely clear to the peers who is actually responsible for the transformation programme in the organisation and how it is monitored and understood. Risk awareness needs to be better understood at every level. There were a number of examples where it appeared that change had been implemented but there had been no subsequent planned review to make sure that the change was delivering the intended outcomes or benefits.	The 3PT approach will create clear lines of responsibility and accountability. This will also capture risks and issues and review progress against product delivery and value realisation. This area will be actioned through the 3PT environment which will enable grater programme management. **March 2018 Update:** 3PT is now live across the organisation which enables us to see the value being delivered within a controlled environment.	SE Portfolio	Early 2018.	**Complete**
17.	Conscious culture change away from bureaucracy: One risk is that SET members are often only sighted on their own area. Another risk is lack of consistency with managers	The 3PT approach will enable cohesion and a wider strategic view. The strategic intent is that 3PT balances our approach looking at 20% process and 80% leadership. This provides the balance between leadership and process.	SE Portfolio	The 3PT toolkit is available	**Complete**

Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
	interpreting frameworks differently.				
18.	The Service should consider the resources required within support areas. Empowerment down from the CFO is welcomed but the organisation might now require more resources in support areas to deliver the benefits intended.	The 3PT environment which is being implemented will help us to understand resource requirements against value. This will include financial metrics. March 2018 Update: 3PT now includes the ability to assign resources and understand capacity.	SE Portfolio	Early 2018.	**Complete**

Prevention and the Health Agenda

Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
19.	Prevention and the health agenda: Is the organisation sufficiently well equipped to carry out falls response and other wellbeing activities? What started as a 'business development' issue, is now mainstream 'prevention' activity, but also has health and safety implications. The health, safety and welfare issues appear to be	The initial work of the Falls Improvement Group was completed within the 12 week time frame and Falls Response Improvement has now been initiated as a project in the 3PT environment. Led by HQ Prevention, an internal stakeholder group has mapped out the falls response process. **March 2018 Update:**	SE Prevention SE People SE Business Development	Mar 2018 This work is a project within the 3PT environment. **October 2018** Work has ceased on this workstream.	**Complete.**

	getting lost between the Health and Safety department, the Prevention department, and the Business Development department. Some further training and specialist support is needed for staff providing the falls response service. Specifically, staff would welcome training from agencies who are used to dealing with issues such as end of life care.	This work stream is captured within the 3PT environment and is being delivered through the health project. **October 2018 Update:** The decision of the Fire Authority's Executive Committee in June 2018 to remove New Entrant Contracts effectively meant the withdrawal from the wider health work / alternative funding through commissioned health activity. As a result, the Service is no longer in the position to deliver against the wider health agenda. This will be supported by potential changes to the Prevention plan around health and wellbeing. This workstream will cease and will not be pursued under the current circumstances. Therefore, this area for consideration is closed.			
20.	The Service to consider the implementation of a wider prevention strategy, broadening its focus. A wider prevention strategy would help set and capture	There have been recent developments in this area including conversations with wider health partners. We are building positive relationships with representatives from Public Health England (PHE) and Health	SE Prevention	Changed from Nov 2017 to June 2018. **October 2018:**	**Complete.**

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| | expected outcomes. The focus on health could be broadened from health to well-being to work on issues like skills and housing needs with other partners. | Education England with a view to identifying mutual objectives. We are also exploring the possibility of a part time secondment of a PHE specialist to work with the Prevention and Business Development teams to focus on developing the strategy and building capacity around commissioning.

March 2018 Update:
Progress of this work stream continues and is being delivered in the 3PT environment, predominantly through the vulnerability from fire project.

October 2018 Update:
The decision of the Fire Authority's Executive Committee in June 2018 to remove New Entrant Contracts effectively meant the withdrawal from the wider health work / alternative funding through commissioned health activity. As a result, the Service is no longer in the position to deliver against the wider health agenda. This will be supported by potential changes to the Prevention plan around health and wellbeing. | | Work on this workstream has ceased. | |

Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
		This workstream will cease and will not be pursued under the current circumstances. Therefore, this area for consideration is closed.			
21.	Through the Combined Authority there is an opportunity to lead the use of data to drive performance.	WMFS is developing a 'Digital Strategy' which will allow us to capitalise on realistic digital opportunities in a way that will optimise our ability to release value through the corporate plan. The strategy will support the WMCA economic and community outcomes and subsequent benefits are set out in the public service reform digital strategy paper. Once the Digital Strategy is agreed it will be delivered through the Service's 3PT approach. This project will be on-going whilst WMFS transfers into the WMCA and beyond.	SE Strategic Hub SE Organisational Assurance	Ongoing	**Complete**
Fire Control						

Number	Areas for Consideration	Progress in Addressing Areas for Consideration	Lead	When	Status
22.	Consider lessons learnt from the change programme:	Lessons have been learnt and considered as part of evaluation of change programme, and will	SE Response	Continuous	Lessons learnt and issues raised will be considered in future

		be implemented when and where applicable / required. The cultural framework developed for Fire Control does align with the desired cultural norms in WMFS and Staffordshire FRS.			change management processes. **Complete**
	It will be important for WMFS to consider the lessons learned from this change programme both for future collaborations / mergers and other internal change management processes. It may also want to explore whether the new Cultural Framework developed for Fire Control actually aligns with desired cultural norms in the two organisations.				
23.	Further alignment of mobilisation protocols would be a natural evolution for the Fire Control service. Currently there are different operating procedures for WMFS and Staffordshire FRS. Standard operating procedures across the two organisations could be established.	Mobilisation protocols and operating procedures continue to be aligned across WMFS and Staffordshire FRS wherever applicable and practicable. **March 2018 Update:** There is a shared commitment to align protocols as appropriate and in instances where service improvements can be identified. This is achieved through effective working relationships between SFRS and WMFS and through quarterly ops board. It is recognised that absolute alignment may not be possible as the Service Delivery models for	SE Response	Continuous.	**Complete**

		both organisations are different (wholetime/retained). **October 2018 Update:** As some of these alignments continue to evolve they are captured within a separate project and can be considered complete for the purposes of the Operational Assessment and Improvement Register.			
24.	The Service should consider whether its fall back systems would be sufficiently resilient in the event of catastrophic failure.	There is an ongoing review of the Business Continuity Arrangements within Fire Control to understand where enhanced arrangements may be possible. Whilst this review is ongoing we remain confident in current arrangements as evidenced by the outcomes from recent testing and exercising and an improved secondary control facility the current arrangements remain appropriate. **March 2018 Update:** There have been improvements made in this area through an extension of fall back arrangements. As a standalone improvement this is not hugely significant however Thames Valley have expressed a shared	SE Response	Changed from Dec 2017 to Dec 2018. October 2018 Update: upon the transition of the Vision 4 mobilising system.	**Complete**

| | | commitment and desire to move to more technologically advanced fall back arrangements in the same manner as WMFS. This partnership therefore provides a platform for this to happen.

October 2018 Update:
All steps that are able to be completed at this time have been completed and we are now awaiting the transition to the Vision 4 mobilising system to enable the improvements to be implemented. | | | |

Training and Development					
Number	**Areas for Consideration**	**Progress in Addressing Areas for Consideration**	**Lead**	**When**	**Status**
25.	The Service should consider reflecting on the Distributed Training Model (DTM), how it is working, allowing staff to fully understand it.	We have continued to listen to staff and improve the DTM. We are currently carrying out a holistic review to the DTM approach through organisational assurance. The DTM review is in the 3PT environment with the completion date of 1 September 2017. **March 2018 Update:** Organisational Assurance DTM review completed with a number of considerations that are now being progressed through 3PT.	SE People	DTM review will be completed 1 September 2017 (complete). Considerations working to a key milestone of 01 April 2018. **October 2018:** It is anticipated this item will be signed off as complete in the	**Ongoing**

				third quarter of 2018/19.	
		October 2018 Update: The DTM review has been completed with standardised assessments now being completed and the number of Station Based Assessors being provided. It is anticipated this will be signed off as complete in the third quarter of the year. next			
26.	The Service should consider its training resources: Training resources are stretched. Availability of Level 1 Instructors is an issue once sickness and annual leave is taken into account. Trainer skill is also an issue. Trainers being drawn away from their watch can have an impact upon watch staffing. There is a shortage of Level 3 specialist trainers which could be an organisational risk.	We have reviewed and improved the way in which Station Based Training (SBT) is being delivered. This will also be part of the Distribute Training Model (DTM) review. This has included the removal of level 1, 2 and 3 to station based trainers and subject matter advisers. This has provided greater clarity for station personnel and enabled us to gain a clear picture of the numbers of SBTs across core subject matters. Further work is being carried out regarding the quality assurance of the delivery of training - this is also being reviewed as part of the organisational assurance review. Further work is being carried out regarding the qualification and QA framework.	SE People	DTM review will be completed 1 September 2017 (complete). Implementation of the framework to be completed – proposed date 1 April 2018. **October 2018:** Framework has been implemented and the levels of Station Based Assessors increased where appropriate. It is anticipated this will be signed off in the third quarter of 2018/19.	**Ongoing**

		March 2018 Update: Organisational Assurance review has been completed (linked to task 25). The considerations from the review are being taken forward, of which the resourcing of the DTM has been considered and increased where appropriate. October 2018 Update: Standardised assessments have been implemented with the necessary number of Station Based Assessors increased where appropriate.			
27.	The peer team felt that having to organise training for one or two people at a station as a result of devolved training is not particularly efficient.	This is part of our approach to the Distributed Training Model and Arrive to Perform (A2P). It will form part of the Organisational Assurance review of training.	SE People	DTM review will be completed 1 September 2017.	Will be progressed as part of review of DTM. **Complete**
28.	The Service should review the value and effectiveness of the large scale weekend training exercises as an assurance method. Consideration should also be given to the role at exercises of the SET member with responsibility for training.	The delivery of the exercises is the responsibility of the Station Commander and Command Area. The ongoing assessment and evaluation of learning outcomes and intelligence is being delivered through organisational intelligence. The standard and delivery of exercises through operational	SE People SE Response	Ongoing	**Complete.**

	The value of the large scale weekend training exercises as an assurance method is questionable. An evaluation of this exercise should be carried out to assess its value. The SET member with responsibility for training takes part in these training exercises, but as a 'trainee', rather than as a training manager assessing the whole process and its value. It would appear that nobody is taking the 'helicopter view' and seeing whether or not it needs revising and improving.	excellence is led through SE Response and Service Delivery. **March 2018 Update:** Progress remains the same as previously reported. **October 2018 Update:** Simulations continue to be delivered and monitored through service delivery and operational excellence with a move to simulations taking place across the week. No further considerations in relation to this outcome are required.			
29.	Introduction of new fitness standards and tests could be an organisational risk once the policy is in place but before all members of staff are tested. The implementation plan needs to consider this.	The implementation plan considered the impact to staff with a six month lead in time and support was provided to all staff through Occupational Health. The assessment has now been in place for 8 months and has been received positively with no organisational impact. No further action will be taken outside of ongoing monitoring of performance.	SE People	N/A	**Complete.**

30.	The Service should pursue a more holistic view of succession planning and talent in the organisation. There is a risk of inconsistency in the access to opportunity across the organisation that the Service may want to consider.	We are developing our approach to progression following further feedback through Organisational Assurance.	SE People	DTM review will be completed 1 September 2017. Proposed action plan/improvements will then be agreed.	Will be progressed as part of review of DTM. **Complete**

Equality and Diversity					
Number	**Areas for Consideration**	**Progress in Addressing Areas for Consideration**	**Lead**	**When**	**Status**
31.	Positive action and achieving a fully representative workforce: We suggest that positive action is an area where more focus could be placed, for example, with greater use of minority role models in internal and external communications. Achieving a fully representative workforce is a long term project and the organisation would probably benefit from having a bold strategy for this with realistic time	Our approach is being developed. We are working with the Fire Service College with regards to our marketing and long term approach to positive action. This will complement the approach to embedding Diversity Inclusion Cohesion and Equality (DICE) and positive action within the Service. Positive action is an agreed area of assessment at our scrutiny meetings with the next update being provided in November 2017. Targets are set across the next 4 years to match our ambition	SE People	Started 1/4/17 Is reviewed quarterly as part of the Quarterly Performance Review process. **October 2018:** Once the Scrutiny thematic review of positive action and firefighter recruitment is complete, it is anticipated this item will be closed (in the third quarter of 2018/19).	**Ongoing**

	scales linked to their objectives and milestones.	against time frames and achievability. The success of positive action will be assessed through the ongoing attraction and recruitment process. **March 2018 Update:** Good progress is being made with regards to positive action and recruitment. Further details are provided through the reporting of the positive action and recruitment review to Scrutiny Committee (available CMIS). **October 2018 Update:** High levels of performance are being maintained in relation to positive action. A further report will be submitted to the Scrutiny Committee with the theme of positive action anticipated to be closed due to good progress being made.			
32.	Apprentice scheme - the Service should consider lessons learned from the cadet scheme. The organisation will be launching a new	The development to apprenticeships is being developed. Recruitment pathways to include community members, volunteers and cadets are being considered through the apprenticeships policy.	SE People	Potential for the introduction of Apprenticeships will be Jan 2018.	**Complete.**

	apprenticeship scheme which has huge potential for encouraging diversity. It should consider lessons learned from the cadet scheme where senior cadets tend not to be from protected groups.	The introduction of the recognised apprenticeship framework for firefighters is still be developed nationally. We are still awaiting the recognised framework. **March 2018 Update:** We are still continuing to develop our approach and understanding of the apprenticeship scheme, of which the recruitment pathways will be considered once we have an established framework. **October 2018 Update:** Apprenticeship policy and approach is now in place.			
33.	Equality Forums: There may be an issue around the capacity of the forum leads, as they take part in their own time. Some additional time resource and even an activity budget would enable them to broaden their DICE activities and other positive action initiatives in support of organisational strategies.	In support of the approach to embed Diversity Inclusion Cohesion and Equality (DICE) and the delivery of positive action, we are continuing to enable stations to deliver and have accountability for DICE. Our approach will be to have a number of outcomes to be delivered through stations which will be assessed. This is being trialled at 10 stations over the next 6 months. This will also support the forum leads and provide improved resources.	SE People	Trial concluded Feb 2018 Review new arrangements in June 2018. Ongoing.	**Ongoing**

		March 2018 Update: We are working closely with the equality forums which now includes the 'FireOut' forum for Lesbian, Gay, Bisexual and Transgender members of staff. We have recently agreed terms of reference for the groups and an allocated budget for each group that can be accessed to support community engagement activities, and learning and development. October 2018 Update: Item remains ongoing at this time.			
34.	The organisation needs to ensure that Individual Personal Development Records (IPDR) are consistently applied across the organisation.	No specific work has been carried out in this area. The application of IPDRs continues to be applied through managers. March 2018 Update: The application of IPDRs continues to be delivered through managers. October 2018 Update: An IPDR toolkit is being developed. A further update will be provided as part of the next update to the Committee.	SE People	Ongoing	**Ongoing**

35.	The Service may wish to take the opportunity to evaluate its maternity and paternity provisions to evaluate the new pay arrangements during maternity leave to see whether they have influenced when mothers return to work and how many fathers are taking paternity or joint leave.	This evaluation will be carried out in the third quarter of 2017/18. **March 2018 Update:** Evaluation has not been conducted within this quarter, however it is our intention to review this policy. **October 2018 Update:** Evaluation has not been conducted within this quarter due to a focus on the conclusion to the trade dispute. It is our intention to review this policy.	SE People	June 2018 Ongoing	**Ongoing**
36.	The Service should consider carrying out analysis of its equality objectives against the time needed to achieve them, to help manage expectations.	We have set ourselves clear and ambitious targets against workforce profiling analysis that are assessed through the Quarterly Performance Review process. This has enabled us to understand the achievability of our ambition.	SE People	Ongoing	**Complete**