

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

30TH SEPTEMBER 2019

1. **PORTFOLIO MANAGEMENT (3PT)**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the contents of the report be noted.

2. **PURPOSE OF REPORT**

2.1 This report provides a Strategic overview of the WMFS approach to managing workstreams through Portfolio Management by providing a high-level overview of how WMFS delivers value to the communities of the West Midlands.

2.2 The 3PT approach provides us with an agile, flexible and adaptable way of working whilst creating an environment of accountability and an understanding of the value realised through activity and work streams.

2.3 This method of Portfolio Management enables us to more effectively tell our story based upon evidence and creates an internal understanding of our priorities in relation to value. It also provides a foundation on which our organisation and the services provided can be audited and inspected against value.

3. **BACKGROUND**

3.1 Following on from our Peer review and from the evidence collated it was clear that staff understood and believed in the vision of WMFS, but that work was delivered through conversations and relationships. Following a gap analysis, it was recognised there was a need to understand organisational investment and value through evaluation and scrutiny by creating a non-bureaucratic and streamlined process in a controlled environment that avoids duplication.

- 3.2 It has also been evidenced across the fire sector through a range of reports that a focus needs to be placed upon evaluation and understanding the benefit of the work we undertake to the communities we serve. This is being looked at by the sector in areas of work such as the economic cost of fire through the Community Risk Programme.
- 3.3 The 3PT tool creates an auditable process to demonstrate the effective work people are undertaking capturing the investment and value delivered through each area of work with the ethos being 20% process and 80% leadership.
- 3.4 The Portfolio Management (3PT) has been created in a layered approach (see Appendix 1).

4. **DELIVERABLES**

The Brigade Managers are accountable to the Chief Fire Officer, through the programme aims to deliver the Strategy of the WMFS. The Portfolio (CFO) is accountable for the Programmes and will challenge the delivery and value release to ensure the aims and objectives are being achieved. The Programmes are accountable for Projects.

The deliverables (aims and objectives) of the three Programmes are shown below, supported by the Programme Achievements, constraints, active risks and issues.

4.1.1 **Cultural Programme**

Culture describes the desired environment through an understanding of 'what we value' to enable the delivery of the strategic aims of WMFS through people and processes. Culture is focused on 'how' we do things to support people (who) and processes (what).

The Cultural Programme will ensure that:

- There is a defined set of desired values (WMFS core values), attitudes and behaviours that are understood by our people.
- The elements of the culture that are not appropriate will be challenged.

- Visible link is created between the core values and the delivery of the strategy emphasizing the importance of the 'how'.
- The core values are visible in word and in deed. Culture connects to trust and accountability where everyone recognises that they are personally accountable for the environment they work in and trust their actions will create the desired culture.
- The desired culture and environment is visibly created and modelled by leaders.
- Everyone recognises distributed leadership and their responsibility to lead the strategy in every role and position in the organisation.
- Everyone recognises and embraces the need for change, adaptation and organisational transformation.
- Everyone is displaying the ability to 'challenge directly' and show you 'care personally' at the same time in line with the core values.
- The culture of the organisation will be measured (both quantitatively and qualitatively) to ensure we have the knowledge to understand how the culture is driving behaviors, values and beliefs.

4.1.2 Culture Programme Key Performance highlights

4.1.2.1 Diversity, Inclusion, Cohesion, Equality (DICE) Project

A specific project is being established within the culture programme to ensure that there continues to be strategic focus on DICE.

4.1.2.2 Cultural Review Project

A culture stakeholder working group has been set up made up of 50 diverse people cross cutting all levels of the organisation including representation from the FBU, FOA and Unison have come together to form a cultural stakeholder group. The purpose of this group is to discuss the culture of the organisation, consider a range of evidence bases including WMFS HMICFRS inspection report and the cultural review report when received, to discuss and

critically think about culture and work across the organisation to change thinking and the environment. The group are currently discussing the core values of the organisation.

4.1.2.3 Property Asset Plan Project

Coventry Fire Station is now operational, which includes the use of new technology including a new turn out system where the appliance and incident type that is being mobilised is communicated via speakers through the turn out system. The training facility at Coventry is also now out for tender.

4.1.2.4 Fire Control Vision Project

Fire Control are using technology on a day to day basis including the increased use of 999Eye which enables Fire Control operators to see the incident through the camera on the caller's mobile phone and mobilise the right resources to the incident. The use of the Dynamic Cover Tool enables Fire Control to position our fleet and crews where risk is highest enabling us to achieve our attendance standards and save life.

4.1.3 **People Programme**

Aims of the People Programme through the descriptors are to deliver:

People describes the 'Who', ensuring our workforce/staff are the right people with the right skills/capabilities and behaviours and are in the right places to deliver the strategic aims of WMFS through process and culture.

The people programme will ensure that:

- We develop an environment where the safety, health and wellbeing of all staff is a priority.
- We will have a competent, capable and highly skilled team at WMFS as 21st Century public servants to the communities of the West Midlands.
- These competencies will be focused on delivering The Plan today and enabling the skills for tomorrow.

- Behavioural and capability frameworks will enable individuals supported by their line managers to develop and maintain the skill, capabilities and behaviours required enabling everyone to be the best they can be in pursuit of organisational excellence.
- Talent will be identified and recognised.
- Clear development pathways will be visible for all members of the WMFS team.
- Recruitment and attraction will deliver highly capable individuals with the right behaviours and that reflect the communities that WMFS serve.
- Workforce planning and resource (human) management will enable assertive, effective and safe delivery of strategic priorities.

4.1.4 People Programme Key Performance highlights

4.1.4.1 Workforce Planning Project

The previous 'Staffing' project has been redesigned to offer a more holistic approach to workforce planning and includes areas such as positive action, recruitment and staffing (management of the risk based flexible use of resources). The project continues to provide an effective approach to reducing the financial strain through fleet availability. The most notable impacts of this approach are that the time for second appliances to be in attendance at incidents has increased by 13 seconds during Q1. In addition, the attendance times to Category 4 incidents have also increased but remain comfortably within target.

As a result of the ridership factor increasing beyond predicted and budgeted levels, the level of savings currently being achieved is not on target and this is highlighted as a (value) risk within the project.

4.1.4.2 Command Based Delivery Project

This is a relatively new project that emanated from the redesign of the programmes. Its focus is on consistency of leadership, delivery and priorities across all command areas including Fire Control. A significant catalyst for this project was staff feedback and organisational evaluation which identified where improvements could be made through this approach.

The current value that has started to be released is a co-ordinated approach to attendance management and the booking of annual leave.

A risk that is being managed through this project relates to the number of people eligible and interested in Crew Commander opportunities as there is currently an insufficient level of applicants to fill all available roles. Whilst this is currently being managed through Voluntary Additional Shifts, an evidence based analysis of the situation will inform the next steps towards a more sustainable approach.

4.1.4.3 Delivery Project – Emergency Services Show

The Emergency Services Show has historically been an ineffective event which has, until being brought in 3PT, not released any measurable value into the Portfolio.

3PT has enabled the holistic look which, amongst other areas, has generated the ability to understand and consider key dependencies within the sector. As a result of detailed stakeholder analysis over the last 3 years we are now utilising this platform to collaborate and find sponsorship for other WMFS events – most notably the Rewards & Recognition Event for staff (held in November). This is a very tangible release of financial value which can be mapped against our Organisational Value Statements thereby rate the SAFER values accordingly.

4.1.5 Process Programme

Process describes the systems, policies and guidance that enable 'what we do' to deliver the strategic aims of WMFS through culture and people end ensure:

- We meet our legal and statutory responsibilities and manage organisational risk whilst providing organisational assurance.

- We are effective and efficient by embedding a policy framework which will support and accelerate the desired culture throughout the whole organisation.
- We enable organisational excellence across all areas of The Plan including assertive, effective and safe emergency response.
- We seek continuous improvement through a systemic and evidence-based approach.

4.1.6 Process Programme Key Performance highlights

4.1.6.1 Protection Delivery Project – Brigade Response Vehicles.

The management of Unwanted Fire Signals from AFA has seen a reduction in the number of calls received. The performance indicator is 200 calls below target compared to nearly 400 over target for the same period last year. This is due to the work of Operational Crews, Business Support Officers and Fire Safety Officers giving advice and working with business to reduce the impact of calls on the SDM.

The flexible staffing arrangements implemented due to the financial constraints are having an impact on value released by BSO's. This is due to the BSO being used to staff appliances during their shifts, reducing the Protection activities. The risk is being analysed and data is being reviewed to manage the issues highlighted.

4.1.6.2 Protection Technical Delivery Project – Planning and Building Regulations

Protection have seen an increase in the number of Buildings regulation applications completed within the timescale, from 48% to 78% and during July achieving 98%. This is due to an increased capacity working within technical delivery following the previous £600K investment in Protection and efficiency in processes.

There has been an investment in training new officers, but due to the lag time achieving competence of fire safety officers the full value release may not be realised for 12 months.

4.1.6.3 Protection Technical Delivery Project - Fire Engineers

The ongoing development of staff has seen a number of individuals achieve a Masters Degree in Fire Engineering. Protection have recruited three new Fire Engineers which will support the organisation meet its statutory responsibility in ensuring safety in complex buildings.

With the development and regeneration within West Midlands conurbation, it is predicted that we will see an increase in the number of complex building where Fire Engineers we will be needed to challenge non-compliance and place additional demands on the Technical Delivery Project.

4.1.6.4 Vehicle Replacement Project.

Over recent months, PRL's have been commissioned at various Fire Stations (Bloxwich, Sutton, Aston, Haden Cross, Kings Norton & Northfield). A further appliance is due to be commissioned at Tipton Fire Station by 17th October with 3 further appliances commissioned by December to Fallings Park, Hay Mills and Binley Fire Stations.

However, there is likely to be a delay from quarter 4 of this financial year in the delivery of the 5 PRL's approved as part of the current year's Vehicle Replacement Programme due to issues with the supplier. Active contract management is in place to minimise any delays.

4.1.6.5 Strategic Performance and Planning Framework Project

This project is not progressing as planned aligned to its objectives in areas of improving performance reporting frameworks due to limited capacity of officers within the Strategic Hub. This has been raised as a risk and mitigation plans are being progressed to manage this.

However, the development of the strategic plan is prioritised within this project and has a key dependency with the IRMP Project and is delivering against planned timelines for August and September.

5. **INVESTMENT AND VALUE RELEASE**

- 5.1 All financial investment is directly reflected in each project. By measuring investment and value we can assess the value of a project and its continuation.
- 5.2 Projects are measured against how they are delivering the strategy on an on-going basis through the SAFER methodology (see Appendix 1) and reviewed through Project, Programme and Portfolio meetings. Areas of significant value release will be reported into Fire Authority through PPF and where appropriate, Fire Authority papers.

6. **ACTIVE VALUE RISKS AND ISSUES**

- 6.1 The Strategic Enabling Team assess and manage organisational risks and issues on a day to day basis through the 3PT approach. When these risks or issues become organisational and of strategic importance they are then reflected within the corporate risk register and presented to Fire Authority.
- 6.2 A description of Project Risks and Issue are shown below;

A project risk is an identified risk that is likely to happen, all active risks have both a mitigation and contingency plan attached.

A project Issue is a risk that has now been realised, with a resolution plan in place.

Organisational outcomes are presented regularly through Quarterly Performance Review meetings. A review of organisational risk management is currently taking place looking at replacing the existing Review of Corporate Risk and aligning it to 3PT.

7. **EQUALITY IMPACT ASSESSMENT**

In preparing this report, an initial Equality Impact Assessment is not required and has not been carried out because the matters contained in this report do not relate to a policy change. Areas of policy change that are identified at Project are subject to an Equality Impact Assessment.

8. **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.

9. **FINANCIAL IMPLICATIONS**

This report does not contain any financial information.

PHIL LOACH
CHIEF FIRE OFFICER

APPENDIX 1

WMFS is a forward-looking organisation with aspirations to continually improve the services provided based upon an evidence-based approach. Using our IRMP it is essential that we look to the future.

3PT is the acronym for a layered approach to portfolio management.



Portfolio Approach

The Portfolio

The Chief Fire Officer (CFO) is accountable for the value realised through the portfolio. The portfolio is the overarching layer and will be based upon the Organisational Strategy (Plan) and IRMP. The value achieved through the portfolio directly leads to the value release of WMFS to the community served.

The Programme

The Brigade Managers are accountable for the value release through the three programmes of People, Process and Culture. The value released in each of the 3 programmes directly leads to the value of the portfolio.

The Projects

The Strategic Enabling Team are accountable for the value realised through projects. The value realised through the projects will directly lead to the value of the programmes.

The Tasks

The SE Team and their individual project teams are accountable for the value realised through the tasks. The value realised through the tasks directly leads to the value of the project.

This approach demonstrates the desired focus on the value realised at every stage in the 3PT approach rather than a focus on the process.

Value

West Midlands Fire Service's approach to 3PT is focused on the value that will be created through an activity.

Definition of 'value':

Value is the difference between the investment (cost) and Value (benefit), worth or usefulness that is released. This value is defined through a set of organisational value statements and measured through a set of organisational value measures. Personal value commitments then make an individual accountable for the process of releasing the value.

It is important to recognise that process will deliver a product whilst leadership will deliver value.

Organisational Value Statements

The Organisational Value Statements (OVS's) are a set of organisational descriptors aligned to the Strategy. All projects and programmes that contribute to the portfolio need to align to at least one of these value statements. The value statements are the organisational outcome the project should be looking to achieve.

As part of the rolling 3-year strategy the OVS's are reviewed to maintain alignment to the Strategy.

Measuring Value

Value Measures are a set of qualitative and quantitatively measures that will be used to determine and evidence the value created against each value statement.

The SAFER measures are the metric used to calculate against the Organisational Value Statements to show the value released through each ~Project, Programme into the Portfolio.

- Satisfaction - Internal/External (Qualitative)
- Aspiration - How it supports continuous improvement (value measurement in development)

- Financial Value (ROI or SROI)
- Environmental (Pestle analysis– Qualitative)
- Risk Reduction (Dynamic Cover Tool/Community Safety Strategy)

END.