**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE**

**6 JUNE 2011**

1. **AN ANALYSIS OF PROGRESS OF CORPORATE PERFORMANCE AGAINST 'THE PLAN' - QUARTER FOUR 2010/2011**

    Report of the Chief Fire Officer.

    RECOMMENDED

1.1 THAT the Committee note the status of the Service's key operational indicators in the fourth quarter of 2010/11 (Appendix 1).

1.2 THAT the Committee note the Human Resources Performance Indicator update (Appendix 2).

1.3 THAT the Committee note the progress made in delivering the fifteen strategic objectives contained in 'The Plan' 2010/2013 (Appendix 3).

1.4 THAT the Committee note the Corporate Risk update for the fourth quarter of 2010/11 (Appendix 4).

1.5 THAT the Committee note the update on the progress of Programmes and Projects (Appendix 5).

2. **PURPOSE OF REPORT**

    This report is submitted to provide the Committee with an analysis of the organisation's performance against 'The Plan' in the fourth quarter of 2010/11.

3. **BACKGROUND**

3.1 The fourth Corporate Performance Review Meeting took place on 18 May 2011. This quarterly meeting which is attended by the Lead Member for performance, Corporate Board and Strategic Managers provides a joined up method of managing performance and for providing assurance around the ongoing performance of 'The Plan'.

**Performance Indicators**:

3.2   The setting of targets against the operational and other performance indicators enables the Service to; define in key areas the improvements which contribute to making West Midlands safer and manage the resources that are allocated to this work.

3.3   The Service is improving and meeting targets across a range of indicators.  Detail and context can be found at Appendix 1 of this report.  There are four areas where performance is below target, two areas where we are improving toward meeting our target and six areas where we are meeting or exceeding our target:

3.3.1 The Service has had 1,889 Accidental Dwelling Fires this year against a target of 1,783; this is over target by 106 incidents.  The three main causes of these incidents are; fires caused by cooking 52%, fires caused by electrical supply and/or wiring 12% and fires caused by smoking materials 10%.  The three types of people most at risk from accidental dwelling fires are 'Childless tenants in social housing flats with modest social needs', 'Childless, low income tenants in high rise flats', and 'South Asian communities experiencing social deprivation'.  These areas feature in the Vulnerable People action plan for 2011/12.  To support this there are now 35 trained Vulnerable Persons Officers with Lead Officers on all Command areas.

There have been 95 injuries from Accidental Dwelling Fires against a target of 94.  Although we did not achieve the reduction target we set primarily due to the extremely cold weather over the winter, we continue to perform strongly in this area compared to other metropolitan fire and rescue services.

3.3.2 False alarm calls due to automatic fire alarms in dwellings totalled 3,363 against a target of 3,185, an increase of 4.5%.  The increase has been in purpose built sheltered flats.  In Coventry, this indicator is experiencing a downward trend, the main reason being partnership work aimed at reducing calls to student accommodation within the City.  We have been working with Coventry University to target offending building through education, investigation time, call challenging and the sensitivity of the detectors.

3.3.3 There have been 2,293 accidental and arson fires in dwellings in the last twelve months against a target of 2,161. A working smoke alarm was fitted at 65.6% (1,504) against a target of 68% of properties. However, performance has slightly improved from 2009/10.

3.3.4 There have been 11 deaths from accidental fires in dwellings during the past twelve months. There were two double fatalities, meaning the deaths occurred at nine accidental dwelling fires.

3.3.5 The number of Arson Fires in non-domestic premises has reduced by 20% against the number for 2009/10. There has been notable success in the previous 12 months through working in partnership with Birmingham City Council's Environmental Crime Unit.

3.3.6 There has been a 6.5% decrease in the number of accidental fires in non-domestic premises from 696 in 2009/10 to 651 in 2010/11. Within the overall numbers in 2009/10 there were 41 accidental fires in schools and in 2010/11 there were 25.

3.3.7 Appendix 2 shows performance against the Human resource Indicators for 2010/11. Performance Indicators 17-25 focus on the Workforce profile. Generally PI 17 - 24 show little variation in performance since 2009/10 as there has been limited recruitment in the last financial year and with the proposed reductions in government funding this is likely to be replicated in future years. PI 25 - the percentage of ethnic minority communities recruited to the whole workforce, has increased from 7.7% in 2009/10 to 15% in 2010/11 exceeding the target of 10%. This is largely due to the recruitment of temporary personnel as part of positive action initiatives.

3.3.8 PI 26 – the average number of working days/shifts lost due to sickness for whole time uniformed staff, shows a slight increase since 2009/10 from 5.47 days to 5.53 days but is performing well when considered against a target of 5.50. PI 27 - the average number of working days/shifts lost due to sickness for non uniformed personnel and fire control, shows an increase from 9.25 days in 2009/10 to 9.40 days in 2010/11, this remains significantly higher than the target of

5.50 days.  The target for this indicator will remain at 5.50 for 2011/12 as we now have in place improved procedures to manage attendance issues.  With the effective implementation and management of these procedures we will aim for a decrease in this indicator over the new financial year.

3.3.9 PI 28 – the average number of working days/shifts lost due to sickness (all staff), shows a slight variation against performance in 2009/10 (6.31 days to 6.45 days) and against the target for 2010/11 of 5.50 days.  This is due to the rise in days lost to sickness absence by non uniformed and Fire Control staff.

Performance against these human resource indicators will be reviewed on a regular basis by local managers and through our Corporate Performance Reporting process.

Attendance management is included within the Individual Performance and Development Reviews for all Directors.

**Strategic Objectives:**

3.4 Appendix 3 provides an update of progress against the fifteen strategic objectives outlined in 'The Plan', and milestones due for completion within the fourth quarter of 2010/11.

One of the fifteen corporate action plans has delivered ahead of the preset milestones; ten are currently on course to deliver against future planned milestones.  Two of the plans are behind schedule.  Two are off schedule with one of these (heritage) not delivering on schedule and being removed as a strategic objective with the work stream being incorporated into other objectives.

**Corporate Risk:**

3.5 Corporate Risks are those risks that, if realised, would seriously affect the Service's ability to carry out its core functions or deliver key objectives.

3.6 In accordance with the Corporate Risk Management Strategy, all risks maintained within the Corporate Risk Register have been reviewed by Senior Risk Owners in order to update the relevant triggers, impacts and control measures and determine a relevant risk

score, if appropriate, based on assessment of likelihood and impact.

3.7    Following a review of the relevant risk items, the risk rating level and overall score for all risks remains unchanged.

3.8    There is a potential increase to the risk score associated with risk number nine (Insufficient or Ineffective Staff Resources) concerning the numbers and effectiveness of staff.  This is due to the potential for the Brigade's strength to fall below establishment levels in the summer of 2011.  There are a number of activities within the Building upon Success programme and day to day resource management which are intended to manage the current risk and provide for an agile and flexible workforce in the future.

3.9    The summary of corporate risks detailing the risk rating and direction of travel is attached as Appendix 4.

**Programmes and Projects:**

3.10   There are currently two projects (IPDS for non-uniformed employees – an integrated performance management pay and grading system and Personal Protective Equipment) and two programmes in progress across the organisation.

3.11   The E Business project and the Water Project are now closed.

3.12   A more detailed update can be found at Appendix 5.

4.    **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out.  The matters contained in this report will not lead to a policy change.

5.    **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.

Ref.  AU/AC/82305113

6. **FINANCIAL IMPLICATIONS**

6.1 The level of response, protection and prevention resources required to achieve the targets for the operational indicators shown in Appendix 1 were considered as part of the Authority's 2010/2011 budget setting process which established a total budget requirement of £119.080 million.

Based on the Best Value Accounting Code of Practice the estimated cost of staff engaged in prevention work for 2010/2011, including an element for watch based firefighters is £19.1 million.

6.2 The cost of delivering services which contribute to the performance achievements comprise goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch based staff that provide emergency response as well as prevention services.

6.3 Estimated expenditure on smoke alarms and other supporting materials in 2010/2011 is £444k.


**BACKGROUND PAPERS**

'The Plan 2010-13'
Strategic Objectives
Corporate action plan updates
Corporate Risk 'Position Statements'
14th February 2011/12 Budget Setting Authority Paper



VIJ RANDENIYA
CHIEF FIRE OFFICER




Ref. AU/AC/82305113

# EXECUTIVE SUMMARY

This report includes data for the Brigade area to the end of March 2011.

| The following indicators are meeting the target: |
|---|
| • **Deaths at accidental dwelling fires** |
| • **Accidental fires in non-domestic premises** |
| • **Arson fires in non-domestic premises** |
| • **Arson vehicle fires** |
| • **Arson rubbish fires** |
| • **Malicious calls received** |

| The following indicators are improving but are not yet meeting the target: |
|---|
| • **Injuries at accidental dwelling fires** |
| • **False alarm calls due to automatic fire alarms in non-domestic premises** |

| The following indicators are worsening and are not yet meeting the target: |
|---|
| • **Accidental fires in dwellings** |
| • **Arson fires in dwellings** |
| • **False alarm calls due to automatic fire alarms in dwellings** |
| • **The percentage of dwelling fires where a working smoke alarm was fitted** |

# INDICATOR DATA

**PI 1 The number of accidental fires in dwellings**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |  |
|---|---|---|---|---|---|
| **Yearly** | 1,867 | 1,877 | 1,783 | 1,889 |  |

There was a small increase of 0.6% (12 fires) in 2010/11 compared to 2009/10. The main cause remains cooking fires - 52% of the accidental dwelling fires in 2010/11 were caused by cooking. 12% of the fires were caused by electrical supply and wiring, and 10% by smoking materials. ***The peak in December 2010 was due to an increase in heating fires due to the cold weather.***

The three types of people most at risk from accidental dwelling fires are 'Childless tenants in social housing flats with modest social needs'; 'Childless, low income tenants in high rise flats' and 'South Asian communities experiencing social deprivation'. These three groups of people make up 11% of the population of the Brigade, but experience 35% of the accidental dwelling fire risk score.

Ref. AU/AC/82305113

Birmingham is 4.2% down on this performance indicator; which is a reduction of 34 fires across the year. 6 out of 10 constituencies showed a reduction in accidental dwelling fires 1 with an increase of 1 fire and 3 constituencies showing an increase. Ladywood constituency still has 50% more acc dwelling fires than the next worst constituency in Birmingham.

Contact has been made with one of the largest registered social landlords in Birmingham, Midland Heart, and £20,000 has been allocated from the Midland Heart to fit fire safety protective equipment in their most vulnerable properties.

Solihull Command are developing a set of protocols with Sanctuary Housing in order to reduce dwelling fires within their properties.

The new methodology for targeting HFSC's will enable more accurate targeting of those groups most at risk from fire. In 2010/11, 40,908 Home Safety Checks were delivered of which 66% where at high risk properties. The last quarter of the year showed a reduction of 5.1% in dwelling fires compared to the same period the year before

This year the Vulnerable People plan was instigated to look at effectively identifying vulnerable people by working with partner agencies engaged with the most vulnerable to enable us to deliver a tailored service to meet their needs. We have now over 35 trained Vulnerable Persons Officers (VPO) with lead Officers on all Command areas. Each Officer has received training on, Children's and Adults Safeguarding, Referrals and Signposting, Mental Capacity Act, Adult Mental Health Awareness, Dementia Awareness, Team Teach and Drugs and Alcohol Awareness. This work has seen a rise in the number of referrals being received and services being delivered to the most Vulnerable. We are now reaching and affecting the most vulnerable people within the community.

**PI 2 The number of injuries from accidental fires in dwellings**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|---|---|---|---|---|
| **Yearly** | 123 | 99 | 94 | 95 |

The target was to have no more than 94 injuries at accidental dwelling fires in 2010/11, this target was missed by one injury - the 2010/11 figure was 95.

Injuries are most likely to occur at fires caused by matches/naked flames, at every 6 of these fires there is an injury. Heating equipment is another major cause of injury, at every 9 of these fires there is an injury. An injury occurs at every 12 chip/fat pan fires.

Ref. AU/AC/82305113

This year's target will not be achieved due to the financial climate and the bad weather over the winter as above but due to targeting the most vulnerable we recognise that we will have a greater impact on injuries. Vulnerable people may still have fires but the information given and safety equipment fitted will allow them to safely escape fires.

Birmingham area is 7.7% up on injuries which is an increase of 4 injuries. 6 of these are attributed to one incident.

**PI 3 The number of deaths from accidental fires in dwellings**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|---|---|---|---|---|
| **Yearly** | 12 | 16 | 11 | 11 |

There were 11 deaths in accidental dwelling fires in 2010/11. There were two double fatalities, so the deaths occurred at nine accidental dwelling fires. Five of the properties were owner occupied, four were purpose built flats. Four of fires started in the living room and three in the kitchen. The defect, act or omission that caused the fires is shown below:

*Defect, act or omission that caused the fires*

| Defect, act or omission | Properties |
|---|---|
| Accidental - Careless handling  - due to careless disposal | 3 |
| Accidental - Cooking - chip pan / fat pan left on or unattended | 2 |
| Accidental - Other | 2 |
| Accidental - Careless handling - due to sleep or unconscious | 1 |
| Accidental - Fault in equipment or appliance (incl. overheating) | 1 |
| **Total** | **9** |

Three of the fires were started by smoking materials and two by cooking. Five of the properties had a working smoke alarm, two had alarms that did not operate (one because the battery was missing and one for an 'other' reason), and two properties had no alarm. All the fires but one had been ignited for some considerable time before the Brigade was called. The deaths were spread throughout the year with one in April, four in June, four in December, one in January and one in February. Eight of the fatalities were male and three were female. The ages of the fatalities were from 9 to 97. Alcohol/drugs were suspected to be involved in three of the fires.

The new Serious Incident Reporting procedure will highlight all learning outcomes from these incidents which can more effectively address issues. The new serious incident reporting procedure will allow us to understand the causal factors to these incidents and enable us to tackle them more effectively. A qualitative performance indicator was agreed as set out and further 'lead' performance measures are to be developed.

Ref.  AU/AC/82305113

**PI 4 The number of arson fires in dwellings**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|---|---|---|---|---|
| **Yearly** | 487 | 398 | 378 | 404 |

In 2009/10 we attended 398 such fires and in 2010/11 we attended 404, this is an increase of 6 fires.  The high number seen in November 2010 is the usual increase seen around bonfire night.

At 93% of these fires the cause was recorded as *'Deliberate - Any heat source and combustibles brought together'*.  56% of the fires had a source of ignition of 'lighted paper, rag or card or other naked flame', at 10% of fires the source of ignition was a cigarette lighter and at 9% of fires the source of ignition was matches.

19% of the fires were in unused/unoccupied properties.  18% of the fires started in the bedroom and 15% on external structures (walls, window and door frames, fascia etc.).  Arson dwelling fires are most likely to occur between the hours of 17:00 and 02:00.

External factors identified may have a significant detrimental impact on this sector; criminal activity is on the increase as are domestic disputes, both of which are major contributory factors to this indicator.  This PI is historically difficult to target due to the very nature of the issue and the numbers involved being relatively small.

Birmingham have excellent contacts with the Sanctuary Project who work with victims of domestic violence, part of the HSC provided under this scheme include the fitting of letter box protectors where appropriate. Links with local police contacts through LDGs have also lead to a number of referrals for these items.

**PI 5 The number of accidental fires in non-domestic premises**

|  | 2008/9 | 2009/10 | Target 2010/11* | Actual 2010/11 |
|---|---|---|---|---|
| **Yearly** | 643 | 696 | 696 | 651 |

There was a 6.5% decrease in the number of accidental fires in non-domestic premises in 2010/11 compared to 2009/10.  There has been a small increase in fires caused by electrical lighting, and a small reduction in fires caused by electrical supply and wiring.

There has been a small increase in accidental fires in *'Entertainment, dining, recreation and venues'* and *'Office, administration and call-centre buildings'*, and a small reduction in accidental fires in hospitals and in schools.  In 2009/10 there were 41 accidental fires in schools, and in 2010/11 there were 25.

Ref.  AU/AC/82305113

Birmingham area is 11% down for this indicator which is a reduction of 37 incidents, 50% reduction in Selly Oak constituency and 63% reduction in Erdington constituency.

There have been fires involving incoming electrical supplies and consumer units in commercial premises.  Work is ongoing in the Black Country to utilise the commercial hot strike process to remind business of their responsibilities under the Fire Safety Order and to develop a commutations process/leaflet to assist in this process.  Fire Safety will also make communications with local Chambers of Commerce to build productive relationships and try and reinforce responsibilities under the Order and fire safety advice.  By targeting fire safety audits and the expanded use of Experian data we will be better able to target businesses that may be at risk from fire.

**PI 6 The number of arson fires in non-domestic premises**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |  |
|---|---|---|---|---|---|
| **Yearly** | 242 | 280 | 280 | 223 | 🙂 |

In 2010/11 we attended 223 arson fires in non-domestic premises; this is a 20% reduction on the figure of 280 that we attended in 2009/10.  There has been a small reduction in the number of arson fires in hospitals.

The external factors identified above will have an impact on this sector; it is considered that potential continuation of a recession will inevitably impact on this issue over the long term.  The figures are relatively small with the target for last year being 280 incidents across the entire brigade.  A notable success in the previous 12 months has been working in partnership with Birmingham City Council's Environmental Crime Unit.  It should be noted that from April 2011 their budget has been withdrawn so there will be no funds for boarding up of premises and other initiatives we have undertaken.  This may have an impact in 2011/12.

Birmingham area is 20.4% down a reduction of 57 incidents.  This PI is part of the LAA arson agreement which was achieved in Birmingham with a 38% reduction against a target of 25%

Business Safety Officers offering advice to business in targeted areas and the use of Keep Your Business in Business has also been proactively used as a means of providing fire safety information.

Ref.  AU/AC/82305113

**PI 7 The number of arson vehicle fires**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |  |
|---|---|---|---|---|---|
| **Yearly** | 1,337 | 1,096 | 1,096 | 983 | ☺ |

The number of arson vehicle fires continues to decline. This is mainly due to the good work undertaken through Partnerships, including the Police and the Arson Task Force targeting hotspots.

It must be recognised that we are now approaching the threshold for such incidents and therefore along with the current and future climate may be faced with diminishing returns as we strive to reduce this indicator.

Birmingham area is 14.3% down a reduction of 62 incidents. This is attributable to the work of operational personnel in previous years around the LAA agreement.

There has been little or no proactive work done to specifically reduce vehicle arson, Birmingham Fire Reduction Partnership have not funded Tow Away Zones or cubit operations, however some of these initiatives may have been funded by other agencies. Where previously target hardened spaces have become insecure, work with ECU and other departments has lead them to become secure.


**PI 8 The number of arson rubbish fires**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |  |
|---|---|---|---|---|---|
| **Yearly** | 4,565 | 4,398 | 4,266 | 4,098 | ☺ |

There has been a 7% decrease in the number of arson rubbish fires; the cold winter has contributed to this reduction. A third (36%) of the rubbish fires are '*loose refuse/rubbish',* a quarter (24%) occur in *'rubbish bins/small refuse containers outside',* and *19% are bonfires*. Only 4% of rubbish fires are in household wheelie bins.

It is evident from statistical analysis that any significant reductions to this indicator are predominantly due to weather conditions, which is unfortunately beyond our control. This is not to say that the excellent initiatives that have been introduced should not continue, however it must be acknowledged that the risks previously identified above may also impact on this indicator.

Some successes across Operations are Initiatives such as the Arson Patrol Strategies in the Black Country aimed at reducing prevalence's of Arson in Tipton and Friar Park. The combined efforts of WMFS, WM Police, Wardens, ATF, Neighbourhood Teams, Community Wardens, Environmental Health, Parks Department, Youth Services, local Schools, Town Managers and Communities Unit.


Ref. AU/AC/82305113

This Task and Finnish Group is being led and chaired by Watch Commander Wayne Little (Tipton).

There have been particular successes in Sandwell with this PI; where the cycle teams have been used to great affect spotting fly tipping, etc. During the recent bin strike Community Payback was used to reduce the incidence of rubbish collecting and risk of fire. There has also been success in Bilston East where problems with arson rubbish at Jones Waste and Bilston Skip Hire. Working with the Environment Agency and Wolverhampton Council, Bilston Skip Hire Services Limited, a household, commercial and Industrial Waste Transfer Station was recently found guilty of illegally burning off rubbish and waste and fined over £40,000 plus over £5,000 in costs. This was as a result of the proactive work and partnership led by Wolverhampton Command.

Birmingham area is 11% down a reduction of 145 incidents. 7 out of 10 constituencies have shown a reduction in incidents. Fly tipped rubbish referral forms and ECU partnership work is the reason for this success along with proactive targeting of hot spots by operational personnel. This PI is part of the LAA arson agreement as referred to above. Cycle Teams have been used proactively across the city part to engage with residents and also refer incidents of fly tipped rubbish for collection, in a number of areas there is a direct local contact to refer these items to.

**PI 9 The number of malicious false alarm calls received**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|---|---|---|---|---|
| **Yearly** | 4,882 | 3,908 | 3,752 | 3,554 |

There has been a 9% decrease in false alarm malicious calls received. Such calls are weather related, so the cold weather at the end of 2010 will have contributed to this reduction. This can only be impacted upon through effective call challenging, education and data analysis. It is therefore considered essential that communication lines are improved for sharing information with station personnel and the Arson Task Force in order to target educational work and intervention activities with the police

**PI 11 The number of false alarm calls due to automatic fire alarms in non-domestic premises**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |
|---|---|---|---|---|
| **Yearly** | 6,275 | 6,809 | 6,537 | 6,545 |

There has been a 3.9% reduction in false alarms due to fire alarms in non-domestic premises. The target of 4% was missed by only 8 incidents. High numbers of such calls were seen in December due to the cold weather.

Ref.  AU/AC/82305113

Birmingham area is 6.9% down a reduction of 227 incidents, 9 out of 10 constituencies showing a reduction in calls.

There appears to have been a reduction in false alarms in old people's homes and in other types of residential home, however this may have been a recording issue (see below re. false alarm calls due to fire alarms in dwellings).

Overall the number of false alarm calls due to AFA in non domestic premises were off target, raised slightly with a good six month trend.  This was due to a number of specific premises in Dudley, Sandwell and Coventry. Dudley Command is currently working with Russels Hall Hospital to provide advice and support due to accidental breaking of alarm call points during building works.  In Sandwell and Dudley a process of accurately recording the 'alarm detector head' or 'call point' is being progressed via the Activity Workbook process. Fire Safety is leading on this work in the Black Country.

In Coventry the majority of activity has been in Henley Ward and with the top offender being the Walsgrave Hospital.  This is a very large site and along with Coventry Fire Safety are constantly meeting them to see how we can address the number of calls.  They fall below the guidelines for acceptable number of alarm calls in comparison to the number of detector heads but one area that we are looking to improve is to increase the investigation time.  There is also a mental health ward within the hospital grounds which experience a number of alarm calls with some being due to smoking within restricted areas (actuating the detector).  The Business Liaison Officer within Fire Safety attends team meetings.

**PI 12 The number of false alarm calls due to automatic fire alarms in dwellings**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |  |
|---|---|---|---|---|---|
| **Yearly** | 4,203 | 3,217 | 3,185 | 3,363 | |

There has been a 4.5% increase in the number of false alarms due to fire alarms in dwellings.  There has been an increase in false alarms in purpose built sheltered flats.  The decrease in false alarms in old people's homes and in other types of residential home and the increase in alarms in purpose built sheltered flats suggests that this is a recording issue rather than a change in activity.

With the encouragement for more vulnerable people to live independently the amount of preventative assistive technology such as telecare has increased and will continue to increase.  This will give us more false alarms in dwelling to manage.

Although we have seen an increase this year in the figures and the AFA project and that call challenge does not directly affect these types of premises the AFA project will lead to an increased awareness of AFA's in this sector and also release time for our business safety officers to target worse offenders

Ref.  AU/AC/82305113

Walsall Command and Fire Safety (Black Country) are working with Careline UK to identify premises having frequent unwanted fire signals and to pass this information to all Operations Commanders to assist in focusing on problem premises in their areas of responsibility. Fire Safety will visit some of these premises which provide 'group' facilities and have a manager in place. The visit will be about providing the Managers with Fire Safety advice on how to manage down these calls and identifying any concerns as regards to the standard Fire Safety within the premises.

For single occupancy premises the Fire Safety Order does not allow Fire Safety Officers any scope to assist in managing down calls from these premises. However the collaboration with partners such as Careline UK and the information on number, location and types of call will hopefully have a positive affect and reduction in this PI.

In Coventry, this indicator is experiencing a downward trend although showing poor performance throughout the year. The main reason has been student accommodation within the City. We have been working with the Fire Safety Manager and building manager for Coventry University to target offending building through education, investigation time, call challenging and the sensitivity of the detectors.

**PI 13 The percentage of dwelling fires where a working smoke alarm was fitted**

|  | 2008/9 | 2009/10 | Target 2010/11 | Actual 2010/11 |  |
|---|---|---|---|---|---|
| **Yearly** | 59.8% | 64.7% | 68% | 65.6% | ☹ |

The true measure of improved safety is a working smoke alarms in all dwellings. Currently there is no effective means of capturing this information, so we should continue to measure working/actuated smoke alarms ownership at fires. This does not contribute to the reduction of accidental fires but supports the reduction of injuries and fatalities. This is why there is a 4% reduction in injuries compared to only a 3% reduction in dwelling fires.

## Human Resource Performance Indicators

The table below shows the Human Resource figures against the performance indicators 17 to 28 for the period April 10 to April 11.  The table specifies the actuals reported for 2009/2010 and the target figures for 2010/2011 for the purposes of analysing progression.

Workforce sickness data (PIs 26 – 28) has been calculated on duty days lost and based on average strength (FTE) of (uniformed) 1794, (non-uniformed) 552, therefore the combined average workforce FTE equals 2347.

PIs 17 – 23 have been calculated against a total workforce headcount of 2347

PI 24 – there has been no recruitment to operational roles during the reporting period.

PI 25 has been calculated against a total of 95 appointments to the current workforce of which 15 were from minority ethnic communities.

| Performance Indicator | Actual 2009/2010 | Target 2010/2011 | Current 01Apr 10 To 31 Mar 11 |
|---|---|---|---|
| **PI 17**<br>**The percentage of whole time uniformed and retained duty system employees with a disability (no retained)** | **1.87%** | **2.49%** | **1.96%** |
| **PI 18**<br>**The percentage of non-uniformed and Fire Control employees with a disability** | **4.68%** | **6.79%** | **4.21%** |
| **PI 19**<br>**The percentage of all employees with a disability** | **2.5%** | **3.55%** | **2.57%** |
| **PI 20**<br>**The percentage of women firefighters** | **4.21%** | **4.5%** | **4.19%** |

Ref.  AU/AC/82305113

| Performance Indicator | Actual 2009/2010 | Target 2010/2011 | Current 01Apr 10 To 31 Mar 11 |
|---|---|---|---|
| **PI 21** <br> **The percentage of uniformed staff from ethnic minority communities** | 13.01% | 12.5% | 12.86% |
| **PI 22** <br> **The percentage of non-uniformed and Fire Control staff from ethnic minority communities** | 15.94% | 15.5% | 20.15% |
| **PI 23** <br> **The number of all staff from ethnic minority communities** | 13.79% | 13% | 14.84% |
| **PI 24** <br> **The percentage of women recruited to operational roles** | 0% | 7.20% | 0% |
| **PI 25** <br> **The percentage from ethnic minority communities recruited to whole workforce** | 7.7% | 10% | 15% |
| **PI 26** <br> **The average number of working days/shifts lost due to sickness – wholetime, uniformed (Excl. Fire Control)** | 5.47 | 5.50 | 5.53 |

Ref.  AU/AC/82305113

| | | | |
|---|---|---|---|
| **PI 27**<br>**The average number of working days/shifts lost due to sickness – non-uniformed and Fire Control staff** | **9.25** | **5.50** | **9.40** |
| **PI 28**<br>**The average number of working days/shifts lost due to sickness – all staff** | **6.31** | **5.50** | **6.45** |

Ref.  AU/AC/82305113

| **Key** | |
|---|---|
| Ahead of Schedule | 🙂 |
| On Schedule | 🙂 |
| Behind Schedule | 🙂 |
| Off Schedule | ☹ |

**Corporate Performance Review**
**Summary of progress of performance against the Corporate Plan**
**January – March 2011**

Below is an overview of performance against each of the 15 strategic objectives detailed in 'The Plan' for the fourth quarter 2010/2011.

| | **Strategic Objective** | **Owner** | **Status** | **Comments** |
|---|---|---|---|---|
| 1 | Vulnerable People | Community Safety | 🙂 | The action plan to deliver this objective aims to put in place processes that will ensure the effective targeting of our vulnerable people across the West Midlands and will enable our staff to work with them more effectively.<br><br>This year the Vulnerable People plan was instigated to look at effectively identifying vulnerable people by working with partner agencies engaged with the most vulnerable to enable us to deliver a tailored service to meet their needs. We have now over 35 trained Vulnerable Persons Officers (VPO) with lead Officers on all Command areas. Each Officer has received training on, Children's and Adults Safeguarding, Referrals and Signposting, Mental Capacity Act, Adult Mental Health Awareness, Dementia Awareness, Team Teach and Drugs and Alcohol Awareness. This work has seen a rise in the number of referrals being received and services being delivered to the most Vulnerable. We are now reaching and affecting the most vulnerable people within the community. |

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| 2 | Safety in the home | Community Safety | | The action plan to deliver this objective aims to increase safety in the home of our vulnerable people through revising our policies and approaches for both low risk and high risk (vulnerable) households.<br><br>In 2010/11, 40,908 Home Safety Checks were delivered of which 66% where at high risk properties. There has been a slight increase of 0.6% in the number of accidental dwelling fires, this mainly being the result of a large number of fires during the cold period in December. The last quarter of the year showed a reduction of 5.1% in dwelling fires compared to the same period the year before. 2010/11 has seen a reduction of 4% in the number of injuries caused by accidental dwelling fires. There were 17 fire fatalities of which 11 were caused by accidental dwelling fires (this cannot be confirmed until clarified by the Corner, 13 fatalities are still pending inquest). |
|---|---|---|---|---|
| 3 | Road Safety | Community Safety | | The action plan to deliver this objective aims to promote further Road Safety work across the region through the design and implementation of education packages, partnership working, raising awareness and sharing of information.<br><br>On the 11th January 2011 the WMFS hosted a very successful visit on behalf of the West Midlands Road Safety partnership (WMRSP) of Mike Penning MP (the Under Secretary of state for transport). This was a great opportunity for us to showcase the successful Road Traffic Collision (RTC) work that the WMFS has delivered and strengthened our funding bid to the WMRSP. Funding from the West Midlands Road safety Partnership (WMRSP) was due to end on the 31 March 2011. However the partnership agreed to extend the funding until the end of June 2011.<br><br>A further bid for the remaining 9 months of the year is being put forward to the WMRSP board at the end of May 2011.<br><br>The Road Casualty Reduction Team (RCRT) have developed an Occupational Road Risk awareness package. This package has been delivered on a trial basis to 3 large companies. Eon, Lafarge and Hoyer (Shell petrol tankers) and generates income to support future road Safety initiatives. |

## NI47: People Killed and Seriously Injured in Road Traffic Accidents

| | 2007 | 2008 | 2009 | 2010 | 2007/8/9 average | 2008/9/10 | % change in 3 year rolling average | |
|---|---|---|---|---|---|---|---|---|
| **Number of KSI casualties** | | | | | | | | |
| **Birmingham** | 514 | 430 | 423 | 417 | 456.67 | 423.33 | 7.3 | decrease |
| **Coventry** | 107 | 106 | 118 | 90 | 110.33 | 104.67 | 5.1 | decrease |
| **Dudley** | 142 | 122 | 114 | 91 | 126.00 | 109.00 | 13.5 | decrease |
| **Sandwell** | 125 | 104 | 112 | 106 | 113.67 | 107.33 | 5.5 | decrease |
| **Solihull** | 74 | 92 | 88 | 63 | 84.67 | 81.00 | 4.3 | decrease |
| **Walsall** | 122 | 95 | 80 | 74 | 99.00 | 83.00 | 16.2 | decrease |
| **Wolverhampton** | 99 | 79 | 64 | 83 | 80.67 | 75.33 | 6.6 | decrease |
| **West Midlands** | 1183 | 1028 | 999 | 924 | 1068.33 | 983.67 | 7.9 | decrease |

| 4 | Arson and anti social behaviour | Community Safety | | The action plan to deliver this objective aims to put in place interventions that will help to mange the number of arson fires across the command areas.  This will be achieved through the use of tasking groups, policies for managing derelict building, fly tipping and abandoned vehicles and in particular an evaluation of needs and best practice.<br><br>On the whole the brigade has performed well against the Arson and Anti Social Behaviour (ASB) targets, PI 6 Arson fires in non-domestic premises have been reduced by 20.4%, PI 7 Vehicle Arson fires have been reduced by 10.3%, PI 8 Arson Rubbish fires have been reduced by 6.8% and Arson fires in derelict or abandoned buildings have been reduced by 22%.  However, the six month trend for these indicators is increasing.  PI 4 Arson fires in dwellings have increased by 1.5% but show a good six month trend. As an organisation we have secured in excess of £765,200 in order to create, develop, evaluate and communicate arson and anti-social behaviour reduction tools. The Arson Task Force have produced a toolkit reference document and identified the need for a more comprehensive reporting and recording process to reduce the attacks on firefighters. |
|---|---|---|---|---|

| 5 | Health and Wellbeing | Community Safety | | The action plan to deliver this objective aims to work with partners to improve the health and wellbeing of our communities and reduce the impact of potentially damaging lifestyles and behaviours of individuals.<br><br>Year 2010/11 has seen the publication of the Government's White Paper which lays out the proposed changes to how Public Health (including Health and Wellbeing) will be managed in the future. Significant changes involve the development of Public Health England, a new ring fenced department that will reside within the Department of Health, transfer of local responsibilities from the Primary Care Trusts to local authorities and a drive to tackle some of the wider social determinants of health (the cause of the cause of ill health).<br><br>To support the transfer of these responsibilities and the greater focus on social determinants, the Government has proposed a set of 'Outcome Indicators' to measure progress against a range of key areas that support the health and wellbeing of the population.  West Midlands Fire Service (WMFS) significantly contribute to a number of the indicators and will be engaging with the statutory Health and Wellbeing Boards that are being set up in each of our local authorities. |
| 6 | Heritage | Fire Safety | | The action plan to deliver this objective focuses on Grade I & II* listed buildings & incorporating the protection of these buildings into our current systems and processes.<br><br>There has been a lack of progress as a result of the unavailability of the Heritage Working Group members and in addition the enforced absence of the Heritage Officer since October.  During quarter 3 the trial mapping of heritage sites has been completed with the support of 3 stations. Although positive feedback was received the benefits of rolling this approach out to all stations are considered to be limited. The development of a Heritage intranet page remains as work in progress and will be subject to re-evaluation once the Heritage Working Group is re-convened. |
| 7 | Environment | Technical Operations Support | | The action plan to deliver this objective aim to deliver services in a responsible and sustainable way to reduce the impact of our work on the environment. |

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| | | | | Progress on the remaining milestones are; Fire Stations have received a vehicle comparison tool which enables them to calculate the savings in fuel costs and carbon for journeys that they carry out in the van rather than the appliance. It is to encourage Stations to use the station van for general routine work (not Prevention Based Activity) rather than the appliance.<br><br>The Service now has to continue this programme until 2014/15. The Carbon Trust will come back annually for an update on progress. The Service has produced and published on the intranet its Carbon Management Plan for the next 5 years. This also includes a target of reducing carbon emissions by 25% by 2014/15 from 2009/10 baseline levels. This will be mainly achieved by numerous energy saving projects carried out by Estates on our building stock. From April 2011 the programme is in the implementation stage when many of the energy efficient projects will be carried out (for example: replacement boilers, insulation, improved lighting). |
| 8 | Advise and Enforce | Fire Safety | | The action plan to deliver this objective aims to develop current policies, to ensure the organisations ongoing ability to advise and enforce fire safety issues across the West Midlands in line with current legislation. As well as consulting and liaising with partners to achieve safer premises within the West Midlands and continue to improve the accuracy of information provided to crews.<br><br>No milestones were scheduled for completion during quarter 4: however good progress was made on milestones due for completion during the first quarter of 2011/12. For example, the introduction of Workplace Assessment within Fire Safety is underway; training began during the first week of April with a go live date of June 2011. In addition the milestone relating to closer collaboration with other enforcement agencies is also ahead of schedule; agreements reached with the Health and Safety Executive (Construction) and the Border Agency are currently being formulated into policy. |
| 9 | Innovative, creative and accountable leadership | Human Resources | | The action plan to support this objective aims to develop leaders at all levels and support the organisation in attracting and retaining people with effective leadership skills. This will be achieved through the introduction of relevant learning modules and schemes, the consistent |

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| | | | | application of individual Personal Development Review and work place assessment, succession planning, career management and the availability of performance information. |
| | | | | A structured approach to coaching has commenced within the organisation (e.g. new middle manager candidates are accessing support from our coaching pool). |
| 10 | Recognised, valued and engaged staff who are safe and healthy at work | Human Resources | | The action plan to support this objective aims to develop reward and recognition packages, facilities to support our employees to achieve and maintain excellent health and safety at work and provide employment conditions that fully consider both the needs of the diverse workforce and of the Service.<br><br>Progress on the implementation of an Integrated Personal Development System for support staff is progressing well with engagement and workshops being arranged to share and receive information and to consult with employees, managers and Representative Bodies to develop a system specific to West Midlands Fire Service needs.   The anticipated implementation is April 2012. The Reward and Recognition work is ongoing however, following a workshop with the Strategic Advisory Group (SAG) representatives in February it was agreed that this strategy would be delayed until April 2012.<br><br>The review of the proactive health care solutions is ongoing as part of the day to day function of Occupational Health.   It is also part of the wider agenda to reduce employee ill health and absence and contribute to a healthier workforce.  The fitness assessments and health screenings that operational employees receive on a regular basis are on going and support this proactive health agenda.<br><br>The review of the approach to Critical Incident Debrief has moved forward.  Appropriate trained staff will be used when required, whilst additional support will be gained through the Occupational Health Team.  For other incidents manager support will be available. |

| 11 | Organisational development | Human Resources | | The action plan to deliver this objective aims to develop effective working relationships and partnerships to support our people with the sharing of ideas, best practice and learning across professional and organisational boundaries.<br><br>The review of the active and effective employee relations and engagement initiatives is on going and flexible to meet the needs of the Service. The review of the Employee Relations Framework is due to be completed by May 2011 and it is anticipated that the framework and terms of reference for Joint Consultative Panel will go to Authority in June 2011.  In addition the Academy is continuing to explore new and existing partnerships in all areas of delivery, e.g. the Ministry of Defence.<br><br>With regards to Investors in People an e-questionnaire has been developed and distributed to a 10% sample of the organisation across all roles to give an organisational benchmark against the Investors in People standard to identity areas of development. |
| 12 | Our people and the services we provide reflect the needs of our community | Human Resources | | The action plan to deliver this objective aims to ensure that effective strategies are in place to support the Service in developing a diverse workforce and ensure fairness and equality in our actions.<br><br>The Equality Impact Assessment Framework is now completed and has been implemented with a new more robust, user friendly and rigorous system.  A revised standing order, guidance notes and forms have been issued and a program of short workshops has been started. |
| 13 | Value for money | Strategic Planning Improvement and Risk Team | | The action plan to deliver this objective aims to improve the efficiency, effectiveness and economy of our activities by making best use of all of our resources, to ensure that our communities receive a value for money service.  This objective is being delivered through the Building upon Success Programme.<br><br>We have set up a Building upon Success (BuS) programme team to deliver specialist support (i.e. HR, finance) to work package owners |

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|---|---|---|---|---|
| | | | and greater assurance around the programme. Second stage back office reviews have reported into programme board with key decisions to implement and progress recommendations made.<br>The Programme is on track and the next stage of the back office reviews reporting to programme board are being scheduled for July. |
| **14** | Asset Management | Estates | 🙂 | The action plan to deliver this objective aims to ensure that all of our assets are appropriately community focussed energy efficient and fit for purpose and are professional workplaces of which we can be proud.<br><br>The Vehicle Replacement Programme (VRP) was approved by Authority and implemented. As at the end of the fourth quarter a number of vehicles including 12 Station Vans, 2 Aerial Appliances and 2 Water Relay Appliances have been commissioned and placed on the run. 8 Pump Rescue Ladders (PRL) which were included in the original VRP will not be procured in the current financial year and as a result approximately £1.6m of capital expenditure has been deferred.<br><br>The Asset Management Plan (AMP) was approved by Authority and implemented. Following a review there was a reduction to the scope of work for Walsall and Solihull Fire Station refurbishments which resulted in a reduced capital resource requirement of £½m. As at the end of the fourth quarter refurbishment work has reached Practical Completion Date. However due to asbestos issues at Walsall the refurbishment has taken longer and as a consequence the upgrade to the Drill Tower training facilities at Walsall and Sutton, which are to be tendered for together, will now not commence this financial year. All activity relating to new build of fire stations has been suspended until the outcome of the Building upon Success reviews. |

| 15 | Dealing effectively with incidents | Operations/ Operations Support |  | The action plan to deliver this objective aims to plan for emergency situations with partners and agencies, deal safely and effectively with incidents by providing skilled and well equipped personnel; and ensure that we have the ability to learn from the incidents to continuously improve our response activities.<br><br>The final quarter for 2010/11 "dealing effectively with incidents" evidenced improvement in all reported areas. Site Risk Survey (SRS) has moved forward since the implementation of a performance monitoring tool and on two commands all SRS sites have been completed at a number of stations. The exercise schedule was completed for the year and evidences exercise against both SRS and individual development needs. The Training Readiness and Community Safety (TRACS) project was suspended due to the Regional Fire control project being closed and has been moved forward into 2012 as a resource management tool with completion agreed for October 2012.<br><br>The level 2 plan for 2010/11 was completed **on schedule** apart from the TRACS project which was affected by external influences.<br><br>Work has been completed on reviewing this area for this year and the structure and reporting lines will be around the following areas: |
| --- | --- | --- | --- | --- |

## Summary of corporate risks and associated scores

| Risk No. | Description of Risk | Risk Rating | | | | Direction of Travel |
|---|---|---|---|---|---|---|
| | | L | I | Score: L x I | LEVEL | |
| 1 | The Fire Authority would be unable to maintain the positive engagement of its employees, resulting in an inability to deliver its key priorities and objectives<br><br>Risk Owner: Director, Human Resources | 3 | 3 | 9 | M | ⬆ |
| 2 | The Fire Authority would be unable to maintain an effective ICT provision (excluding its mobilising and communication services) resulting in significant disruption to its ICT functionality<br><br>Risk Owner: Director (Corporate Services) | 3 | 3 | 9 | M | ↔ |
| 3 | | | | | | |
| 4 | The Fire Authority would be unable to ensure that proper controls are established whilst working in partnership with other agencies/groups, resulting in a significant impact upon its financial standing, reputation and ability to deliver key objectives<br>Risk Owner: Director (Operations) | 3 | 2 | 6 | M | ⬆ |
| 5 | The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of extensive disruption to normal working methods<br><br>Risk Owner: Director (Technical and Operational Support) | 3 | 3 | 9 | M | ⬆ |
| 6 | The Fire Authority would be unable to ensure that operational incidents are dealt with using appropriate levels of resource and personnel, resulting in an inability to deliver a safe and effective emergency response function<br>Risk Owner: Director (Technical and Operational Support) | 2 | 4 | 8 | M | ⬆ |
| 7 | The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective key assets, such as buildings and vehicles<br>Risk Owner: Director (TOpS) / Director (Finance and Procurement) | 2 | 3 | 6 | M | ⬆ |
| 8 | The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively due to a lack of funding or the misuse of funds e.g. fraudulent activity<br><br>Risk Owner: Director (Finance and Procurement) | 3 | 3 | 9 | M | ↔ |
| 9 | The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective human resources<br><br>Risk Owner: Director, Human Resources | 3 | 3 | 9 | M | ⬆ |
| 10 | The Fire Authority would be unable to manage its responsibilities under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non domestic fire safety standards or legal action being taken against the Authority<br>Risk Owner: Director (Technical and Operational Support) | 3 | 2 | 6 | M | ⬆ |
| 11 | The Fire Authority would be unable to maintain its command and control function, resulting in an inability to receive, process and respond to emergency calls effectively<br><br>Risk Owner: Director (Technical and Operational Support) | 2 | 4 | 8 | M | ↔ |
| 12 | | | | | | |
| 13 | The Fire Authority suffers a significant health, safety or environmental failure, resulting in legal challenge and/or litigation<br><br>Risk Owner: Director (Technical and Operational Support) | 2 | 4 | 8 | M | ↔ |

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# Definition
## Those risks that, if realised, would seriously affect the Authority's ability to carry out its core functions or deliver key objectives

## Comparative view of corporate risks

| | | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| **LIKELIHOOD >>>** | **4** | | | | |
| | **3** | | 4, 10 | 1,2, 5, 8,9 | |
| | **2** | | | 7, 13 | 6, 11 |
| | **1** | | | | |
| | | **1** | **2** | **3** | **4** |

**IMPACT >>>**

## Review Schedule

| | |
|---|---|
| | **HIGH RISK - periodic review every 6 weeks** |
| | **MEDIUM RISK - periodic review every 3 months** |
| | **LOW RISK - periodic review every 6 months** |
| | **VERY LOW RISK - periodic review every 12 months** |

The grid (left) provides an overview of the risk scores. The colour coding gives an indication of the review period for each risk, based upon the above review schedule. Target risk scores are recorded on the relevant Corporate Risk Management Action Plan. Target scores identify the Authority's appetite for each risk.

| Version No.1.6   Date: April 2011 Summary of significant changes to the Corporate Risk Register |
|---|
| **Risk 9. The direction of travel has increased upwards. This is as a the potential increase in risk realisation as a consequence of strength potentially falling below the establishment in Summer 2011.  Additional preventative controls, in the shape of the Building Upon Success Service Delivery work packages are in place to control this risk.** |
| |
| |
| **All risks: General assessment provided by risk owner as to direction of risk i.e. increasing or decreasing** |

KEY TO ABBREVIATIONS

| **L** | Likelihood: an estimation of the probability that a particular risk will occur (or a measure of the time period within which that risk is likely to occur), taking into account the preventative control measures already in place. |
|---|---|
| **I** | Impact: a measure of the most likely effect or reasonably forseeable result if a particular risk occurs, taking into account the mitigating control measures already in place. |
| **Level** | An assessment of the overall level of exposure to a particular risk. This assessment assists in the prioritisation of resources and determines the frequency of risk review/reporting. |
| ⬆⬇ | Assessment by risk owner as to anticipated direction of risk score i.e. increasing or decreasing, over the next 12 months. |

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# Project Progress Summary Matrix

| Project Name | Project Stage | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| | Project Manager | Mandate | Project Brief | PID | Project Plan | Risk Log | Initial Stage Plan | End Stage Report | Additional Stages | Highlight Reports | Additional End of Stage | End Project Report | Lessons Learned Report |
| 1.Water Project | Paul Murphy | F | F | F | F | L | F | F | F Exception R&P 4 | F No. 37 | F | Project closed 2/03/11 | |
| 2.Oracle e-Business Suite | Marian Miller | F | F | F | F | L | F | F | F Stage 2 | F | F | Project closed 27/01/11 | |
| 3.Operational Preparedness Programme | Andy Grosvenor | F | F | F | F | P | F | F | F Stage 1 | P | P Stage 2 | Programme Board meeting on 27/04/11 and a Quality Assurance Meeting arranged for 26/05/11. | |
| 4.Personal Protective Equipment | Alan Tranter | F | F | F | F | L | F | F | F Stage 2 | F No. 10 | P Stage 3 To be completed June 2011 | N/A | N/A |

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| Project Name | Project Manager | Mandate | Project Brief | PID | Project Plan | Risk Log | Initial Stage Plan | End Stage Report | Additional Stages | Highlight Reports | Additional End of Stage | End Project Report | Lessons Learned Report |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| 5.Chelmsley Wood New Station Build | Alan Jones | | | | | | | | | | | | | |
| 6. Cradley Heath / Halesowen New Station Build | Alan Jones | Station Build Projects paused due to the Building upon Success Programme | | | | | | | | | | | | |
| 7. Building upon Success | Kevin Brown | F | F | F | F | L | F | L | P Stage 2 | F No. 7 | **Corporate Board have adopted the role of Programme Board.** **Meetings are scheduled in April and May 2011 for Programme Board Reports on completed work package outputs and updates via Checkpoint Reports to be presented to the Programme Board for decisions and information.** | | |
| 8. IPDS for non uniformed employees, an integrated performance management pay and grading system | Helen Sherlock | F | F | F | L | P | N/A | N/A | N/A | L | **The PSO is Pending all project documents following the Project Board meeting on 14/4/2011.** | | |

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Key to codes used in the Progress Matrix

| | |
|---|---|
| **F** | The document is **FULLY** completed |
| **L** | The document is **LARGELY** completed |
| **P** | The document is only **PARTIALLY** completed |
| **N** | The document is **NOT** completed |

## **Project Progress Notes**

1. Water Project – This Project has now closed, Post Review Meeting Date is scheduled on the  01/12/11

2. E Business Project – This Project is now closed. The Post Review Meeting Date is scheduled on 30th June 2011.

3. OPP Programme –The QAM will take place on the 26th May 2011.

4. PPE Project –Stage 3 Project Plan to be completed by 3rd June 2011.

5. Chelmsley Wood Station Build Project – this Project is on hold due to the impact from the Building upon Success Programme.

6. Cradley/Halesowen Station Build Project - this Project is on hold due to the impact from the Building upon Success Programme.

Ref.  AU/AC/82305113

7.  Building upon Success Programme –. Second stage work packages have now be published on the BuS website. Programme Board Report and Check Point Reports on Service Delivery and Service Support are being presented to the Programme Board during April and May 2011, where after the Programme Board will determine future progress.

8.  IPDS for non uniformed employees – an integrated performance management pay and grading system Project – The Stage plan table is completed. Risk and Issue Register was last updated at the end of October 2010. Currently waiting for updates on the following reports: Risk Register, Issue Register and Highlight Report (last received Feb 2011).