

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**EXECUTIVE COMMITTEE**

**14 DECEMBER 2009**

**1. ANALYSIS OF PROGRESS TOWARDS KEY OBJECTIVES –  
SECOND QUARTERLY REPORT FOR 2009/2010**

Report of the Chief Fire Officer.

**RECOMMENDED**

- 1.1 THAT the Committee note the progress made in delivering the Departmental and Operations Command Areas' 2009/10 Action Plans.
- 1.2 THAT the Committee note that a detailed review of progress was carried out at the regular meeting with the Lead Members for Performance Management.

**2. PURPOSE OF REPORT**

- 2.1 This report is submitted to provide the Committee with an analysis of progress made towards the delivery of Departmental and Operations Command Areas' 2009/10 Action Plans.
- 2.2 The report also informs the Committee that a detailed review of progress including the reason(s) for non-completion of particular milestones was carried out at the meeting with Lead Members for Performance Management on 9 November 2009.

**3. BACKGROUND**

- 3.1 The Departmental and Operations Command Areas' Action Plans include milestones for the completion of work activity which is part of the delivery of the specific Action Plan objectives.
- 3.2 Appendix 1 provides strategic analysis on the progress and exceptions to date of those milestones which were due for completion within the second quarter of 2009/10. A full report detailing progress made towards the objectives is available on request.

- 3.3 The performance management arrangements include provision for regular meetings with the Lead Members for Performance Management. At those meetings the progress reports can be reviewed in more detail and a Task and Finish Group initiated if appropriate. A detailed review of progress was carried out at the meeting on 9 November 2009.
- 3.4 Appendix 2 details permanent changes to the number of Departmental and Operations Command Areas' Action Plans and the reasons for the changes.

#### 4. **EQUALITY IMPACT ASSESSMENT**

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

#### 5. **LEGAL IMPLICATIONS**

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

#### 6. **FINANCIAL IMPLICATIONS**





There are no direct financial implications arising from this report.





### **BACKGROUND PAPERS**




Departmental and Command Action Plans for 2009/2010





VIJ RANDENIYA  
CHIEF FIRE OFFICER





## CORPORATE STRATEGY 2009 – 2012 – Quarter Two Return





Status	Means:-	Qty	%
<b>Blue</b> 	Work and milestones in the plan are ahead of schedule	1	2.27%
<b>Green</b> 	Fully completed = All planned work has been completed and progress is as expected at this point in time	34	77.27%
<b>Amber</b> 	Largely completed = One milestone during this or previous quarters not met	6	13.64%
<b>Red</b> 	Partially completed/not started = 2 or more milestones in this or previous quarters have not been completed	3	6.82%

	CORPORATE OBJECTIVES	OWNER	STATUS	COMMENTS
1	We will improve safety in the home focussing on our most vulnerable communities to reduce the incidence and severity of preventable fires	Operations		
2	To implement an Asset Management Portfolio within Technical Services for the management of operational equipment, fire engines and support vehicles and information and communication technology assets	Corporate Services		Asset Management – Information & Communication Technology (ICT): Milestones 3 - draft document complete with the currently available information. Milestone 4 has been delayed due to a delay in ICT receiving the audio visual information. ICT are currently compiling this information from procurement records and by physical asset location, identification and recording. Once compiled the task will be completed and in terms of ICT the objective will have been achieved.
3	To implement the national digital radio scheme (Firelink) throughout the West Midlands Fire Service area	Technical Services		
4	Review fire safety policy relating to our duty to enforce fire safety legislation and how it serves enforcing officers	Technical and Operational Support (TOpS)		







	CORPORATE OBJECTIVES	OWNER	STATUS	COMMENTS
5	<p>We will work with our partners to reduce anti-social behaviour and Arson in our communities</p> <p>NI33 – Arson incidents</p> <p>Number of deliberate (i) primary and (ii) secondary fires per 10,000 population</p>	Operations		
6	Promote regional collaboration and the development of joint working protocols related to the management of incidents	Technical and Operational Support (TOpS)		
7	We will support our partners in engaging with children and young people to promote good citizenship, healthy living and educational attainment	Operations		<p>Children and Young People - <b>Milestone 3</b> - partially completed - reporting structure has been completed awaiting delivery of ICT work packages to fully implement the performance management system - due to be delivered in January 2010. <b>Milestone 4</b> - specifications have been agreed and ICT development time to complete expected in January (resource issues have been resolved). <b>Milestone 6</b> - development bids been identified now awaiting for development bid process - expected to commence this milestone in December, in accordance with budget procedure.</p>






	CORPORATE OBJECTIVES	OWNER	STATUS	COMMENTS
8	<p>We will work with partners to influence reductions in the numbers of people killed or seriously injured (KSI) in line with the following National Indicators:</p> <p>NI47 People killed or seriously injured in Road Traffic Collisions</p> <p>NI48 Children killed or seriously injured in Road Traffic Collisions</p>	Operations		Road safety: <b>Milestone 2</b> - All identified Killed and Seriously Injured (KSI) hotspots are known by the Commands across the West Midlands area. All Commands are endeavouring to communicate this data to the Councillors responsible for these areas; therefore this milestone is still work in progress.
9	In line with the West Midlands Fire Service Environment Strategy, investigate and report on the feasibility of revising existing or developing new operational tactics and techniques, to reduce environmental impact	Technical and Operational Support (TOpS)		
10	Investigate and forecast likely impact of climate change on intervention techniques and workload. Examine potential demand on vehicles and equipment; other resources; skills and knowledge; training and development	Technical and Operational Support (TOpS)		
11	Continue to work to support the progress of the national FiReControl project. CLG led project work will be undertaken by numerous departments across the West	Technical and Operational Support (TOpS)		







	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
	Midlands Fire Service			
12	To work with developing national guidance to ensure that information provided to staff with regard to the delivery of our Emergency Response capability supports effective intervention at a range of incidents	Technical and Operational Support (TOpS)		The Fire Control project has gone through a reschedule of the timeline, project and the ways of working document; this is currently going through a review process at national level. Once this is completed the latest version will be sent to all Fire & Rescue Services. This is the reason for the delay in the milestones.
13	Introduce flexible servicing and maintenance of WMFS fleet to support full availability of front line appliances	Technical and Operational Support (TOpS)		Flexible servicing of fleet - Discussions with Representative Bodies and employees not complete, implementation date will have to be reviewed. New implementation date April 1st 2010.
14	Establish and maintain an Operational Intelligence management process integrating Site Risk and Fire Safety information with post event debrief to improve firefighter safety and effective operational intervention through learning and development	Technical and Operational Support (TOpS)		
15	Review current Haz Mats provision to develop more effective and efficient ways of working	Technical and Operational Support (TOpS)		




	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
16	Subject to successful evaluation, to acquire and locate 5 purpose designed Training at Height facilities as set out in the Authority's Property Asset Management plan.	Finance and Procurement		
17	In liaison with other departments, consider the current disposition of fire stations and the facilities within them, in line with the Authority's Asset Management Plan	Finance and Procurement		
18	To develop regional replacement of Respiratory Protective Equipment (RPE) and deliver savings through scale of procurement, interoperability and resilience benefits through the sharing of regional resources in the delivery of standardised regional RPE	Technical and Operational Support (TOpS)		Project on Target
19	To develop and implement an ICT security strategy	Corporate Services		ICT Security Strategy. In considering the level of detail required by the ISO standard it was decided that alongside preparing the strategy the resulting action plan aimed at filling in any gaps between the current & desired state would be prepared simultaneously. This has delayed the production of the strategy at this stage but the objective will still be completed by the target date.








	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
20	To further embed risk management principles and then develop and implement appropriate processes within the organisation	PAIT		
21	Develop and implement the Environment Strategy to improve environmental performance and use of resources	Technical and Operational Support (TOpS)		
22	We will attract and retain people with excellent leadership skills to support the future of the organisation	Human Resources		Develop promotion processes – Consultation has been completed with the Fire Brigade Union and the Fire Officers Association. Outcome to be reviewed.
23	To refine our public consultation and engagement processes in the light of the Duty to Involve	(CFO P&C)		
24	To further enhance the integrated action planning template utilising ICT	PAIT		
25	We will improve the frame work for consultation and communication, and review processes for the resolution of employee relations issues	Human Resources		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
26	We will provide appropriate development opportunities to help staff identify, acquire and maintain knowledge and skills to support the achievement of excellence and to develop and demonstrate leadership skills	Human Resources		Restructure of Supervisory Development programme, all Training Centre related Action Plans are currently on hold
27	We will improve realism in training to enhance the effectiveness of operational response personnel	Human Resources		
28	We will complete all modules in relation to the six equality and diversity strands and provide new and innovative activities to further develop understanding and skills	Human Resources		
29	We will develop a plan of action to meet the recruitment targets as set out in the national Equality and Diversity strategy	Human Resources		
30	We will develop a network of individuals and organisations within the community who we can create partnerships with that will enable true engagement with service users	Human Resources		

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
31	We will recruit and train Equality Champions who will support the organisation in carrying out the actions as set out in the national E&D strategy	Human Resources		
32	We will develop recruitment, retention and reward strategies to provide a skilled workforce	Human Resources		
33	We will develop a workforce plan to provide sufficient staff with appropriate skills to enable effective succession/capacity planning	Human Resources		Restructure of Supervisory Development programme - Action Plan is on hold at the moment.
34	We will consult on a reward strategy that recognises the contribution of our people and delivers value for money	Human Resources		
35	We will develop flexible working practices to support performance improvement and provide employment conditions that suit our diverse workforce and the needs of the organisation	Human Resources		
36	We will work with managers to reduce the number of days lost due to sickness absence and rehabilitate employees at the earliest opportunity	Human Resources		

	CORPORATE OBJECTIVES	OWNER	STATUS	COMMENTS
37	To undertake a compliance and non-compliance assessment regarding delivering good governance in the West Midlands Fire Service using the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) template for governance evidence statements	Corporate Services		
38	To co-ordinate efficiency returns and efficiency plans in order for the Authority to demonstrate its commitment to value for money	Finance and Procurement		
39	To carry out a review of existing procedures with the potential to introduce a document management system. Carry out necessary steps in order to work towards attaining ISO27001 – Information Security Management System	Corporate Services		Information Security ISO 27001 Milestone 2 slightly delayed. However, the Lead person has started to research into other Brigades and background reading has been undertaken, including attendance at an ISO 27001 forum. A further meeting is being held with the Strategic Head of ICT, with the likelihood that following this meeting the milestones and actions will be altered slightly.

	<b>CORPORATE OBJECTIVES</b>	<b>OWNER</b>	<b>STATUS</b>	<b>COMMENTS</b>
40	To develop and put in place processes and measures with the aim of achieving the requirements of the Key Lines of Enquiry regarding data quality	Corporate Services		
41	To improve our current performance management framework and promote its use across the service and to support, guide and develop performance champions	Deputy Chief Officer (PAIT)		
42	Integrate Appreciative Inquiry throughout the organisation using a range of tools and techniques to bring about effective organisational change	Deputy Chief Officer (PAIT)		
43	Prepare and support the organisation for the launch of Comprehensive Area Assessment with focus on continual improvement and sustainability	Deputy Chief Officer (PAIT)		
44	Develop a forward looking operational peer assessment toolkit which will focus on preparing for the introduction of operational assessment linked to Comprehensive Area Assessment	Deputy Chief Officer (PAIT)		

## Overall summary for quarter two

Brigade Summary						Key	
No Plans	Qty	Blue	Green	Amber	Red	Blue	Work and milestones in the plan are ahead of Schedule
Qtr 1	55	3	46	6	0	Blue	
						Green	Fully Completed = All planned work has been completed and progress is as expected at this point in time
Qtr 2	44	1	34	6	3	Green	
						Amber	Largely Completed = One milestone during this or previous quarters not met
Qtr 3	0	0	0	0	0	Amber	
						Red	Partially Completed/Not Started = 2 or more milestones in this or previous quarters have not been completed
Qtr 4	0	0	0	0	0	Red	

The overall summary for the 44 remaining action plans for quarter two equates to 77.27% are green, 13.64% are amber, 2.27% are blue, with 6.82% being red.