

## **WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**17 FEBRUARY 2020**

### **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 summary on the progress of delivery of value through 'Our Plan' based on the continual assessment of Investment and Value release within the three Programmes of People, Process and Culture enabling progression of the Portfolio to be tracked.
- 2.2 To inform Members of the approach taken under Portfolio Management and the resulting outcomes of the work streams within current Projects and Programmes, which support the effective leadership of the Service in continual improvement.
- 2.3 This report will lead into the subsequent Fire Authority reports that support the delivery of the Strategy in one or more of the Programmes.

### **3. BACKGROUND**

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.

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.

The 3PT mechanism was created in 2017, it forms an auditable process to demonstrate the effective work individuals are undertaking to capture the investment and value delivered through each area of work with the ethos being 20% process and 80% leadership.

#### **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 is led by the CFO to enable the delivery of the Authority's Strategic priorities, aligned to the IRMP.

The CFO is ultimately 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 Tall Buildings**

The Tall Building Action Plan continues to be delivered cohesively across all three of the Programmes, progress is monitored centrally to ensure this strategic priority maintains focus. Progress is reported monthly into the Portfolio Board to deliver priority activities in a timely manner. To enable us to achieve these we have reprioritised our activities and increased resources for the remainder of the financial year.

The Tall Building Action Plan satisfies all the recommendations from the Grenfell Phase One report and assurance is provided to Home Office via the NFCC and reflected in the WMFS Corporate Risk Register. WMFS is developing a revised Tall Buildings Policy in

liaison with the NFCC and influencing the national approach through engagement with the National Operational Guidance Programme.

## **4.2 Staffing**

Staffing is managed and evaluated within the 'People' Programme as part of the 'Workforce Planning Project'. Overall the staffing arrangements and model continue to work effectively and efficiently in the delivery of the Service Delivery Model. The staffing arrangements are based on reduced establishment levels supplemented with the use of Voluntary Additional Shifts (VAS).

One current issue reported within this project relates to the 'ridership factor'. The ridership factor accounts for the number of days people are unavailable for operational duties outside of allocated annual leave and includes absence related to sickness and restricted duties.

Predominantly due to greater than anticipated levels of sickness absence the ridership factor is currently 15.2 against the target of 13.5.

## **4.3 Attendance Management**

A focused approach to supporting individuals to maintain attendance has been taking place since September. A component of this approach has been the delivery of attendance management development sessions led by middle managers with the support of the business partners.

The sessions covered several key areas and were introduced following feedback from staff alongside evidence of inconsistent understanding and application of the Attendance Management Policy. The aims of the sessions were:

- make a positive contribution to the health and wellbeing of our staff;
- take a proactive approach to attendance management while implementing the policy with sensitivity;
- understand responsibilities;
- improve attendance management to support the delivery of an effective and efficient Service.

Positively, the feedback from those who attended the sessions

demonstrates that these were of real value and have increased managers' confidence when managing attendance, as well as developing staff's understanding of the process.

#### **4.4 Time off in Lieu (TOIL)**

Further to a review of the organisational approach to enabling TOIL, a series of recommendations have been made. There is ongoing consultation through the Joint Consultative Committee (JCC) to consider feedback from staff and representative bodies on the recommendations with a commitment to work together through the next stages.

#### **4.6 Developing the Strategy**

The National Framework sets out an expectation that the Integrated Risk Management Plan (IRMP) will be consulted upon every three years, or, when there is a proposed change which will impact on the services received by communities.

The IRMP as an assessment of fire related risk across the West Midlands was scheduled to be consulted upon in late 2019 to support the determination of the Authority's strategic priorities 2020-21.

The consultation process was paused as a direct result of the announcement of the General Election in December 2019.

Due to this and several other contributory factors, the IRMP consultation will commence after the May 2020 election period.

The Strategic Priorities and Outcomes for the Service over 2020-21 have continued to be reviewed by the Strategic Enabling Team and Authority and a separate report identifies the recommended Priority and Outcome statements.

The IRMP consultation later this year will support a review of strategic priorities mid-year if necessary and will be timely enough to support a review of strategic priorities for February 2021.

## 4.7 Cultural Review

The cultural review was undertaken by an independent external company, Real World HR. The report has been received and shared across all stakeholders and the organisation.

A short period was taken to ensure all stakeholders fully understood the findings within the report with continued support from Real World HR delivering 6 workshops across the organisation.

A Joint Cultural Implementation Plan (JCIP) is being developed and will be agreed by all stakeholders. A Stakeholder and Steering Group has been established. The Steering Group will be made up of a diverse group of people. The first meeting of the Steering Group took place on the 23<sup>rd</sup> January 2020. The actions will be delivered through the 3PT environment and progress reported back to the Steering Group.

The Service will determine a reporting process which will provide all three stakeholders (Authority, CFO and Representative Bodies) with an overview of progress against the Joint Cultural Implementation Plan on a periodic basis.

## 4.8 Safe and Well – Value release

We are experiencing a steady reduction in the average points per visit. This may be an indication that we may not be accessing the most vulnerable members of our communities.

Partnership referrals currently stand at 38% against our target of 40%. This is an 8% increase this year following a data cleanse at the end of the last financial year.

The predicted impact of the flexible approach to managing fleet availability has been realised through a reduction in the number of overall safe and well visits.

We have identified an increase in the conditions that trigger a serious incident review, for example increased fire fatalities, and significant injuries. The main causes for the incidents are smoking, cooking and deliberately setting fire to cause self-harm.

#### **4.9 Tymly – Value Release and Feedback from Crews**

Tymly 2 was released on 7<sup>th</sup> November 2019. This is the first major release since Tymly was released in August 2018. Feedback from crews has been positive in relation to look, feel, functionality and user experience.

This recent release has resulted in improvements in the recording of partner referrals and is evidenced by a 75% referral rate in Black Country South (N.B this relates to one quarter's information).

Another significant function in Tymly 2 is the notifications text and email to householders and partners. This keeps people up to date with appointments, making sure they are available for our crews at the agreed time and date. The same notification system also works for internal referrals when escalating up to complex needs officers, fire safety tutors, fire safety officers and the deaf team.

The access restrictions within the Tymly 2 system are assisting us in becoming compliant with EUGDPR.

#### **4.10 Digital – Controlled use of Digital Resources – improved scheduling and decision making**

A new process has been bedded in that prioritises Digital requirements and schedules the Digital activity from across the 3PT Portfolio. Regular reports now plot progress against the agreed plan and provide rationale for any deviation.

This provides a good organisational viewpoint of the critical Digital resource where demand regularly outstrips capacity. This schedule of Digital work has been added to the 3PT dashboard so that it can be openly viewed by staff outside of the Digital Teams.

This new and improved process has also allowed for quicker decision making with the vast majority of decision making now taking place by staff in their day to day work where they would previously need to wait for Senior Management authorisation.

This enhancement has also resulted in greatly improved early engagement for Digital resource scheduling for the next financial year.

This new way of working has been underpinned by the team restructure that has seen Business Analysts introduced to map business needs to technical requirements and the uplift in modern skill sets of our staff for roles that have previously been provided through external companies and contract staff.

#### **4.11 Distributed Training Model**

The distributed training model continues to make use of local assets and resources and provides opportunities for WMFS firefighters to undertake training at locations throughout the service area. This localised approach supports the ethos of personal accountability in relation to workforce competence and operational excellence in the delivery of effective, safe and assertive firefighters.

As crews undertake most of their training whilst remaining available for response to emergency calls, the distributed training model is a key component in supporting the service delivery model.

January to March 2020 will see teams from Organisation Learning and People Development delivering continuous professional development sessions for station-based assessors. This supports command delivery in having the right number of suitably qualified people in the right place at the right time to ensure excellence in the delivery and assessment of competence in core emergency response activities.

From April 2020 onwards, Organisational Learning and People Development will be making use of available and emerging technology to provide further support to the workforce in training and assessment of emergency response activities. There is also proposed significant investment of Coventry hot fire training facility to ensure it is fit for the needs of a modern ambitious Fire Service.

This continued focus on providing high quality training facilities and ongoing development of staff will ensure we are delivering excellent services to the communities we serve and will help us maintain and improve on our HMICFRS outstanding rating for responding to fires and other emergencies.

#### **4.12 Funding, Budget Preparation and Monitoring**

The Authority’s Provisional 2020/21 Finance Settlement was announced on 20<sup>th</sup> December 2019 and indicated that Core Funding in 2020/21 would be at the same level as 2019/20 with a CPI increase. This funding update is reflected in the “Budget and Precept 2020/2021 and Budget Forecast 2021/2022 to 2022/2023” report later on the same agenda.

#### **5. 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 will not lead to a policy change.

Areas of policy changes that are identified in Project(s) are subject to an Equality Impact Assessment.

#### **6. 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.

#### **7. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

#### **8. ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications arising from this report.

#### **BACKGROUND PAPERS**

Authority Report 30 September 2019  
Authority Report 18 November 2019

PHIL LOACH  
CHIEF FIRE OFFICER