

Summary of Progress within the Improvement Priorities for 2009/10

Report of the Chief Fire Officer

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1 Purpose of Report

The purpose of this report is to demonstrate to Members progress on the Fire Authority's Improvement Priorities.

2 Recommendations

The Committee is asked to note the contents of this report.

3 Background

The Fire Authority at its meeting on 11 February 2009 agreed a suite of Improvement Priorities to ensure the successful delivery of its overarching aims and objectives. There are three priority areas, namely Capacity, Competence and Communication each with supporting stages/workstreams managed under the heading "Customer Focus".

4 Performance Monitoring

The Improvement Priorities are being monitored and managed through a Performance Management System (PMS) procured through the Fire Authority. The system has a performance monitoring application which allows the Programme Office to monitor the Improvement Priorities.

5 Performance Reporting

Reporting to Audit and Performance Management Committee will be, as in previous years, on an exception basis. Progress to August 2010 is detailed within the appendix to the report.

The Annual Report 2009/10 included a section on the Improvement Priorities and gave a short précis on the outcomes from the work streams that have been completed. The Annual Report can be viewed on the link below, the Improvement Priorities section starts on page 15.

<http://www.shropshirefire.gov.uk/docs/performance-management/2010/2009-10-annual-report.pdf>

6 2010/11 Reporting

At a strategic planning workshop held in September 2009 the existing Corporate Plan was reviewed and it was concluded that 2010/11 should be a consolidation year and, therefore the improvement priorities, as detailed within the 2009/10 Corporate Plan are valid, fit for purpose and should remain unchanged. The Fire Authority agreed this in February 2010.

The 2010/11 Corporate Plan was released on 1 April 2010 and can be viewed on the Service website on the link below:

<http://www.shropshirefire.gov.uk/docs/performance-management/2010/2010-04-06-A3-corporate-plan-web.pdf>

7 Financial Implications

Financial implications for achieving the Improvement Priorities were considered at the planning stage, further detail can be accessed from the individual project managers. Any unplanned expenditure will be raised and dealt with via Service Performance Group initially and escalated to this committee on an exception basis.

8 Legal Comment

There are no direct legal implications arising from this report.

9 Equality Impact Assessment

Equality Impact Assessments have been carried out on the reports that have gone to previous committees relating to the Corporate Plan. These can be viewed on the following links:

<http://www.shropshirefire.gov.uk/webimages/managing-the-service/cfa/fireauthority-meetings-data/pdf-511-2009-02-11-12-fire-authority-corporate-plan-2009-10.pdf>

<http://www.shropshirefire.gov.uk/webimages/managing-the-service/cfa/strategyresources-meetings-data/pdf-246-2009-03-05-07-fire-authority-corporate-plan-2009-10.pdf>

10 Appendix

Ongoing progress on the 2009/10 Improvement Priorities

11 Background Papers

Shropshire and Wrekin Fire and Rescue Authority

10 February 2010, Report 11 – Fire Authority Corporate Plan 2010/11.

Strategy and Resources Committee

5 March 2009, Report 7 - Fire Authority Corporate Plan 2009/10.

Audit and Performance Management Committee

13 May 2010, Report 13c - Summary of Progress within the Improvement Priorities for 2009/10.

Business Continuity Planning		Member Involvement	
Capacity		National Framework	
Civil Contingencies Act		Operational Assurance	
Efficiency Savings		Public Value	*
Environmental		Retained	
Financial		Risk and Insurance	
Fire Control/Fire Link		Staff	
Information Communications and Technology		Strategic Planning	*
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	*
Legal	*		

Ongoing Progress on 2009/10 Improvement Priorities, as of August 2010

Overall Improvement Priority	The Three C's	Improvement Priority	Key Activity	Comment		
Customer Focus	Improving Communications	Improve internal Communications	Develop and Implement consultation and communications strategy	On target, no issues		
		Improve external Communications				
		Increase time to communicate effectively	Review of key Brigade processes (ISO 9001 - DPA Process)*	Completed		
	Improving Competence	Develop Managers and Leaders		Undertake a full review of the IPDR/Appraisal System	Completed	
				Evaluate the potential benefits of a formal mentoring/coaching scheme for managers	Workstream closed	
				Introduce a robust succession planning scheme. This has now been renamed to better reflect the work "Produce and Implement workforce planning guidance based on current best practise".	On target, no issues	
		Improve core and specialist skills		Under take a Review of Officer Command and Management Training	Completed	
				Deliver improvements following review of Officer Command and Management Training	On target, no issues	
				Undertake an organisational training needs analysis for core/specialist skills and plan to meet identified need	This workstream was re-assessed at the Shropshire Futures workshop held in September, its continuance is under consideration.	
			Improve Performance		Deal appropriately with individuals' poor performance by using robust, timely, well publicised procedures (Capability)	On target, no issues
					Deal appropriately with individuals' poor performance by using robust, timely, well publicised procedures (Disciplinary)	On target, no issues
	Improving Capacity	Balance available resources to meet demand		Review and prioritise core business	This area is being managed via the Public Value process.	
				Balance resources to improve competence and development of the RDS service	This workstream is now being monitored through the project reporting regime.	
		Maintain our service under all circumstances		Ensure that each Department's BCP arrangements include procedural manuals for all Critical Service Steams (Business Continuity Planning)	Completed	
				Create systems to address in and out of scope activities linked to the RCC	Workstreams re-scoped in line with the National project, scheduled to restart October 2010.	
				Continue to develop plans that secure operational availability through foreseeable threats.	Completed	
		Reduce Bureaucracy		Review of key Brigade processes (ISO 9001 - DPA Process)*	Completed	

* Contributes to both Improving Communications and Capacity