

**Appendix** to report 17c on  
Summary of Progress within the Improvement Priorities and Core Business for 2009/10  
Shropshire and Wrekin Fire and Rescue Authority  
Audit and Performance Management Committee

10 September 2009

Ongoing Progress on 2009/10 Improvement Priorities, as of 31 July 2009

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)	On target, no issues	
	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	On target, no issues
				Introduce a robust succession planning scheme	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	Due to the size and complexity of this project the Assistant Chief Officer is re-scoping this workstream
		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
				Balance resources to improve competence and development of the RDS service	On target, no issues
	Maintain our service under all circumstances			Ensure that each Department's BCP arrangements include procedural manuals for all Critical Service Steams (Business Continuity Planning)	On target, no issues
				Create systems to address in and out of scope activities linked to the RCC	On target, no issues
			Continue to develop plans that secure operational availability through foreseeable threats.	Completed	
Reduce Bureaucracy			Review of key brigade processes	On target, no issues	