

Update on 2006/07 Shared Priorities and Performance Reporting

Report of the Chief Fire Officer

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201 or Ged Edwards, Programme Manager, on 01743 260208.

1 Purpose of Report

The purpose of this report is twofold: to inform Members on progress of the Shared Priorities contained within the 2006 – 08 Performance Plan; and to recommend alternative performance reporting arrangements for the 2007/08 year.

2 Recommendations

Members are asked to:

- a) Note the contents of the progress on the 2006/07 Shared Priorities; and
- b) Agree the revised performance reporting schedule for 2007/08.

3 Background

The Performance Plan acts as the Fire Authority's strategic plan, it conforms to the guidance laid down in relevant Communities and Local Government (CLG) circulars and provides useful information regarding governance and general Fire Authority business.

The Performance Plan also details the strategic planning process and documents how the strategic aims and corporate objectives of the Fire Authority will be delivered and measured. The 5 departmental Business Plans support the overarching Performance Plan by identifying and documenting departmental direction of travel statements (where appropriate), shared priorities and day-to-day business as usual activities in more detail.



4 2006/07 Shared Priorities

Shared Priorities were introduced in 2006/07, following a series of structured workshops aimed at identifying factors that may influence and impact upon the aims, objectives and aspirations of the Fire Authority. Shared Priorities are a programme of high-level priorities, which the Fire Authority needed to address, review and develop to achieve its commitment to the community, staff, Members and the Government.

Appendix A is a highlight report updating Members on the progress of the Shared Priorities during 2006/07. The highlight reports have been compiled by the manager named on the report and approved by the Executive Officer.

It is important to ensure through the transition from one year to another that, although at the end of 2006/07 some Shared Priorities were closed, there were some with ongoing or outstanding issues. To ensure that these do not slip they have been included within the 2007/08 Improvement Priorities¹ and a report entitled "Review of Shared Priorities 2006/07" documents this transition stage and is included as Appendix B.

5 2007/08 Improvement Priorities

Information on future implications for Fire and Rescue Authorities was detailed in the Audit Commission consultation document 'Performance Assessment Framework 2007/08 and proposals for recategorisation' (issued November 2006), which can be viewed on the Audit Commission site on the link below:

<http://www.audit-commission.gov.uk/cpa/fire/downloads/FireConsultation0708.pdf>

A planning constraint noted by the Fire Authority was that any improvement priorities should be agreed prior to 31 March 2007. In order to satisfy these requirements Members of this Committee on 29 March 2007 approved the Improvement Priorities for inclusion in the 2007/08 Performance Plan. These Improvement Priorities were derived from similar workshops that took place in February 2007, as detailed previously.

Further information on the review process can be found on the previous Audit and Performance Management Committee report on the link below:

http://www.shropshirefire.gov.uk/Docs/CFA/Meetings/Performance-Management/2007-03-29/09%20-%20Draft%20Improvement%20Priorities%20for%20inclusion%20within%20BVPP%202007-08%20_V2_.pdf

¹ By renaming Shared Priorities, Improvement Priorities the Fire Authority are adopting CLG and Audit Commission terminology.



6 2007/08 Performance Reporting

Direction of Travel

It was agreed at Policy Group on 16 August 2006 that reporting on Shared Priorities would be reported to Policy Group and Direction of Travel would be reported to the Audit and Performance Management Committee (A&PMC) on a quarterly basis. Members have at this Committee during 2006/07 received quarterly reports on the Direction of Travel statements included in the Performance Plan. Due to the nature of the information contained within these statements and that Direction of Travel is aimed at achieving a status of excellence over a longer timeframe, it is recommended that Members agree to receive reports on Direction of Travel on an exception basis with a highlight report prepared annually.

Improvement Priorities

Improvement priorities are the 2007/08 priorities for improvement, are more dynamic in nature and, therefore, require regular robust reporting. The Brigade Programme Office, having developed the reporting process for the West Midlands Regional Management Board, has tailored this process to the Improvement Priorities. The process draws on PRINCE2 methodology and will enable a Senior Responsible Owner (SRO) (Executive Officer) to oversee the work of the Project Manager (Senior Manager) in each of the Improvement Priority areas. The reporting structure is detailed in Appendix C.

It is recommended that this process is adopted and reported to Policy Group and A&PMC quarterly by means of a highlight report and presentation by SROs and/or Project Managers.

The Business Plan reporting on day-to-day business as usual will remain departmental with issues highlighted to Policy Group on an exception basis.

7 Financial Implications

There are no direct financial implications arising from this report. Any consequential financial implications arising from the preparation of a revised performance plan as set out within this report will be the subject of a separate report.

8 Legal Comment

The Local Government Act 1999 requires fire and rescue authorities to prepare an annual Performance Plan.

9 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have determined that there are no



discriminatory practices or differential impacts upon specific groups arising from this report. An Initial Equality Impact Assessment has not, therefore, been completed. It is, however, fully recognised that the proposed arrangements set out within this report to prepare and publish a revised performance plan will be subject to Equality Impact Assessments as deemed applicable at the appropriate times.

10 Appendices

Appendix A 2006/07 Quarter 4 Shared Priority updates

Appendix B Review of Shared Priorities 2006/07

Appendix C Improvement Priorities Reporting Structure

11 Background Papers

Shropshire and Wrekin Fire Authority

Audit and Performance Management Committee

7 September 2006 Report 8 - Performance Plan 2006 – 08 Direction of Travel Statements Progress Update

7 December 2006 Report 5 - Performance Plan 2006 – 08 Direction of Travel Statements Progress Update

29 March 2007 Report 9 – Draft Improvement Priorities for Inclusion within the Best Value Performance Plan 2007/08

Audit Commission

Performance Assessment Framework 2007/08 and proposals for recategorisation

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balanced Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	
Capacity		Member Involvement	*
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment	*	Operational Assurance	
Efficiency Savings		Retained	
Environmental		Risk and Insurance	
Financial		Staff	
Fire Control/Fire Link		Strategic Planning	*
Information Communications and Technology		West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	*



Shared Priorities

Shared Priority	Executive	Manager
Business Continuity Planning	Steve Worrall	Andy Johnson
Civil Contingencies Act	Paul Raymond	Martin Timmis
Retained Review	Alan Taylor	Phil Clarke
Capacity	Louise McKenzie	John Das Gupta, Yvonne Thayer, Lisa Vickers
Framework Assessments	Steve Worrall	Ged Edwards
Fire Control/Fire Link	Paul Raymond	Jim Cameron
Regional Management Board	Steve Worrall	
Managing the Organisation	Alan Taylor	
Management Information System	Steve Worrall	Ged Edwards
Strategic Planning	Alan Taylor	Steve Worrall
IRMP	Steve Worrall	Andy Johnson
Staff	Louise McKenzie	John Das Gupta, Yvonne Thayer
Member Involvement	Alan Taylor	Sharon Lloyd



Shared Priority Highlight Report

Shared Priority	Business Continuity Planning (BCP)		
Executive Officer	Steve Worrall	Manager	Andy Johnson
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • BC Manual was published and distributed during December 2006 • Awareness raising sessions undertaken during January and February 2007 • Initial testing of BCP planned for May 2007 • Currently reviewing existing paging and alerter arrangements • IT BCP Disaster Recovery Plan completed (to be reviewed by Risk Manager) • The insurance cover is now in place and will be reviewed annually • Create, maintain and test a BCP to maintain key HR strands in the event of an emergency • Agreement reached on the co-ordination role of the Programme Office on the BCP/Disaster Recovery plan 		<ul style="list-style-type: none"> • Service is better prepared for any event that may cause significant disruption • The BCP is clearly linked to the Corporate Risk Register and the Authority's Risk Management processes 	
Risks Identified:			
None identified			
Issues Arising:			
<ul style="list-style-type: none"> • Capacity constraints due to auditing work and IRMP consultation have required the extension of the date of publication and a knock on impact with first test 			
Financial Issues:			
<ul style="list-style-type: none"> • The insurance premium cost is reviewed and negotiated annually with insurers to obtain the best possible contract for the Fire Authority. The long term agreement in place provides substantial discounts 			



Shared Priority Highlight Report

Shared Priority	Civil Contingencies Act (CCA)		
Executive Officer	Paul Raymond	Manager	Martin Timmis
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • CFO acts as deputy to CFOA regional representative on the Regional Resilience Forum • Progress reported towards compliance with the CCA to the Fire Authority at its October meeting • Office of Government Commerce (OGC) National Report completed and submitted to Ministers for action • Meetings arranged to refresh existing radio fleetmap with Firelink, New Dimensions talk groups • Meeting with Police Information Technology Organisation (PITO) national multi-agency group arranged 		<ul style="list-style-type: none"> • Awaiting outcome of OGC Report 	
Risks Identified:			
<ul style="list-style-type: none"> • Some delay in compliance with all aspects of the Act by the LRF 			
Issues Arising:			
Financial Issues:			



Shared Priority Highlight Report

Shared Priority	Retained Review		
Executive Officer	Alan Taylor	Manager	Phil Clarke
Activity/Work in Progress	Benefits/Outcomes Delivered		
<ul style="list-style-type: none"> • Dedicated section of Service website currently being set up, this will include incident data for employers and families. (ICT) • Communications Policy and Formalisation of the recruitment process in progress. (HR) 	<ul style="list-style-type: none"> • Individual station recruitment packs now available. • Easier to track progress of applicants. • Open days and employer evenings organised across all Districts • Multi agency and cross border exercises arranged • RSOs providing operational cover on many stations - raising cover to >98% • Increased applications from prospective RDS Ff up by over 1000% • Significant increase in availability of RDS appliances during week days • Greater flexibility in the organisation of recruit tests based on less reliance on Training Centre staff • Increased training for all RDS staff. • Administration, cleaning and maintenance allowance for all RDS stations. • Roll out and involvement of all RDS stations in CFS work. • Target set for female recruitment in RDS. • Regular reporting on progress to Policy Group, Retained Review Group and Fire Authority • Dedicated section of Service website • SF&RS Retained Review seen as notable practice following Operational Assessment of Service Delivery Audit. 		
Risks Identified:			
<ul style="list-style-type: none"> • Risk of delay in developing and maintaining an employers and family support system (using the internet) due to capacity issues. • Risk of delay in producing Communications Policy and formalising Retained Duty System recruitment document due to capacity issues. 			
Issues Arising:			
Financial Issues:			
<ul style="list-style-type: none"> • As officers are aware of the financial position on the Retained Review, it has been possible to divert funds into other areas of the budget 			



Shared Priority Highlight Report

Shared Priority	Capacity		
Executive Officer	Louise McKenzie	Managers	John Das Gupta, Yvonne Thayer, Lisa Vickers
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • Wholetime recruitment completed. 8 new recruits trained and now on watch with potentially 4 more to be taken on • ADCs process - completed for Supervisory and Middle Management 2006 - Supervisory Management Development 2007 commenced and ongoing • Support provided to ensure development reviews of individual Members have taken place within the planned timeframe • Role descriptions for all Members, including Member Champions have been developed and presentations at CFA ongoing • Development Reviews completed with all Members who requested one. Member conference scheduled for 30 May • Supervisory Management development Programme tendered via the region and list of regional preferred suppliers defined to reduce workload internally and improve consistency. 		<ul style="list-style-type: none"> • The Fire Authority now has in place a formal framework for identifying the development needs of its Members and a dedicated budget for Member training. All Members have role descriptions, setting out their roles and responsibilities • Good progress being made with regard to the use of human and financial resources 	
Risks Identified:			
<ul style="list-style-type: none"> • The increase on regional work on the ADC process may impact on capacity issues in the Brigade HR team 			
Issues Arising:			
<ul style="list-style-type: none"> • Resources currently required to support the region • Care will need to be taken to ensure that there is no duplication with the Member training provided by the constituent authorities 			
Financial Issues:			
<ul style="list-style-type: none"> • A dedicated budget for Member training and development has been set up 			



Shared Priority Highlight Report

Shared Priority	Framework Assessments		
Executive Officer	Steve Worrall	Manager	Ged Edwards
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • Operational Assurance training and accreditation carried out prior to peer review process throughout the region • 14 PI's for Operational Assurance are in the process of being assessed by the Audit Commission • All preparation work for elements of the performance framework have been undertaken and completed • Statement of Accounts was produced within statutory deadlines, and a successful audit was carried out in June/July. • Annual Governance Report went to A&PMC on 7th September • All elements of the 2006/07 Performance Framework have now been audited by either the Audit Commission or Department of Communities and Local Government. 		<ul style="list-style-type: none"> • A pool of accredited assessors across the region and recognised as good practice by West Midlands Centre Of Excellence (WMCOE) • Results from Performance Framework assessments published 5/4/07. 	
Risks Identified:			
<ul style="list-style-type: none"> • Number of KPI's for 2007/08 could be increased to 14. 			
Issues Arising:			
<ul style="list-style-type: none"> • The Performance Framework has been a resource intensive process. 			
Financial Issues:			



Shared Priority Highlight Report

Shared Priority	Fire Control/Fire Link		
Executive Officer	Paul Raymond	Manager	Jim Cameron
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> The fitting of Firelink into Brigade vehicles will be reviewed annually Assessment of current and proposed work packages together with workloads being conducted Work Package relating to Out of Scope Activities now completed Cost model has been completed Convergence products have been commented upon and activities which will require modification or redesigning are being identified Implementation workshops are to be held in the New Year Stand by control arrangements at Telford are being developed as per the Capital Programme Risk assessment work on-going with key risks identified and control measures put in place The board of the LACC has been appointed and the cost apportionment method being developed. 		<ul style="list-style-type: none"> Agreement reached with O2/Firelink on configuration of Radio Equipment and software. A review mechanism has been included Station End Equipment has been acquired and increased resilience has been achieved 	
Risks Identified:			
<ul style="list-style-type: none"> Information from DCLG still limited Deadlines being missed FiReControl Project team feedback on work carried out by SFRS Control room staff support the day to day efficient running of the service 			
Issues Arising:			
<ul style="list-style-type: none"> Support limited due to resource intensive performance framework requirements. Identifying the most appropriate methods within the service to address those activities which will remain within Service No over-all project plan and lack of communication from the centre The Firelink project despite assurances has not been correctly aligned with the FiReControl project and pressures and unrealistic work loads are still being experienced by the Project 			
Financial Issues:			
<ul style="list-style-type: none"> The financial issues will become clearer once the full Out of Scope assessments are completed nationally and the award of the Infrastructure Services Contract is made. 			



Shared Priority Highlight Report

Shared Priority	Regional Management Board (RMB)	
Executive Officer	Steve Worrall	
Activity/Work in Progress	Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • Members continue to play an active part in the RMB and on its Programme Board. Member seminars organised as appropriate for decision making on the progress of the Regional Control Centre (RCC) • All decisions/recommendations made by the RMB have been taken to the full Fire Authority • Regional Insurance Arrangements - Officers have taken part in a regional benchmarking exercise, however, this has now been overtaken to some extent by the national proposal to set up a mutual insurance company • Ongoing including regular attendance at meetings • WMRMB pamphlet produced (5000 copies) and issued to all staff. • 2007 Diary produced 	<ul style="list-style-type: none"> • Good regional relationships over all seven workstreams • Positive feedback from Audit Commission regarding SWFA's contribution to WMRMB • Brigade's contribution for RMB recognised with Direction of Travel report • Response provided to Fire Service circular 72-2006 • Lectures on RMB now provided to Area managers course at Fire Service College 	
Risks Identified:		
<ul style="list-style-type: none"> • Information continues to be limited on the costs etc of Regional Control Centres (RCCs) 		
Issues Arising:		
Financial Issues:		
<ul style="list-style-type: none"> • Financial issues discussed and monitored at the Regional Treasurers Group • Insurance - The financial benefits to this Authority may not be as great as those predicted 		



Shared Priority Highlight Report

Shared Priority	Managing the Organisation	
Executive Officer	Alan Taylor	
Activity/Work in Progress	Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • Currently working to identify HR system provider to implement in the financial year 2007/08 • Cultural Audit complete • Support increased regional training collaboration - Ongoing and working well. Wholtime recruits due to be trained in conjunction with Staffordshire and Hereford and Worcester from January • Supervisory Management Development Programme regionally agreed and tendered with a preferred supplier imminent • All aspects of performance have been assessed through the Performance Framework. • Co-ordination on the introduction of ISO 9001 initiated • Action Plan under development to address Cultural Audit findings. 	<ul style="list-style-type: none"> • Better communication and shared costs due to sharing of training provision • Opportunity exists for internal delivery of ISO • Cultural Audit findings delivered • All 2006/07 Performance Assessment audits complete • Improvement Priorities from performance Framework audits identified • Information Officer past agreed by Fire Authority • Contract awarded to Actuate (performancesoft) for PB Views. 	
Risks Identified:		
Issues Arising:		
<ul style="list-style-type: none"> • Providing qualitative and quantitative management information to those responsible for managing staff performance has at times been challenging due to the functionality of existing systems 		
Financial Issues:		
<ul style="list-style-type: none"> • Increase in regional training - Future efficiency savings due to reduced cost per head and more targeted training • Payment to the Retained Personnel for completion of the Cultural Audit questionnaire. Future costs may be incurred by the brigade following the results of the audit i.e. setting up working groups to address outcomes 		



Shared Priority Highlight Report

Shared Priority	Management Information System (MIS)		
Executive Officer	Steve Worrall	Manager	Ged Edwards
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • Output specification for MIS produced and tendering exercise completed • Process mapping exercise currently being undertaken to identify all Brigade information systems • PID for Resourcelink approved. 		<ul style="list-style-type: none"> • ICT strategy document developed and is currently circulated for consultation • ISUG has been redefined as TecCom, new terms of reference agreed to give the group new focus to address emerging issues • Information Officer post agreed by Fire Authority • Contract awarded to Actuate (performancesoft) • Data Quality training held. 	
Risks Identified:			
<ul style="list-style-type: none"> • Local Government re-organisation may impinge on future implementation dates of the HR system. 			
Issues Arising:			
<ul style="list-style-type: none"> • Audit Commission Data Quality Review identified a number of potential shortfalls in terms of data quality systems and ownership. • The ODPM Incident Reporting System (IRS) rollout will impact on the Brigade, report to Policy Group 19 December 2006 • 2006/07 Performance framework assessment has identified areas of improvement in terms of data quality and information systems. 			
Financial Issues:			
<ul style="list-style-type: none"> • £65, 000 agreed in 2006/7 capital budget. 			



Shared Priority Highlight Report

Shared Priority	Strategic Planning	
Executive Officers	Alan Taylor	Steve Worrall
Activity/Work in Progress	Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> Fully co-ordinated financial planning achieved through the integration of the Performance Plan and the Medium Term Financial Plan and through devolving of budgets to Departmental Heads MTFP Plan issued in June 2006 available on Service website Member involvement continues to be a strength of the Fire Authority Corporate Risk Management procedures are becoming increasingly embedded. Good results received from a full audit of risk management procedures by Internal Audit ICT Strategic Plan has been developed and is currently out to consultation Adoption of the Balanced Scorecard approach to Performance Improvement will be reviewed following publication of the performance framework results Awaiting outcome of Audit Commission led 'Performance Framework' assessments IRMP Consultation now complete Plans being developed for Strategic Planning workshops during February-March 2007 (paper prepared for CFA) 	<ul style="list-style-type: none"> The considerable involvement of Members in Fire Authority matters, for instance the IRMP process, has been held up by the Audit Commission as notable practice Reduction in exposure to risk within the Authority Clearer understanding of emerging issues that will impact upon Authority/Service during 2007/08 now starting to emerge Confidence in SWOT process used during 2006 Draft Improvement Priorities for 2007/08 identified and agreed by Relationship Manager and A&PMC Performance Summary produced, approved by Relationship Manager and A&PMC and published (5/4/07). 	
Risks Identified:		
<ul style="list-style-type: none"> Difficulties in attracting stakeholder interest in budget consultation process Some training needs may not be provided for in 06/07 as it will be identified too late 		
Issues Arising:		
<ul style="list-style-type: none"> Not all managers are effective in feeding in forward planning of training need 		
Financial Issues:		
<ul style="list-style-type: none"> All budgets monitored against Departments on a monthly basis through Policy Group Increased involvement by members has led to higher travel and subsistence claims. Members' allowances generally may also increase as a result Consideration to cost involved in the Budget Consultation process to be considered Forecast underspend on Associate Trainers declared (40K) 		



Shared Priority Highlight Report

Shared Priority	Integrated Risk Management Planning (IRMP)		
Executive Officer	Steve Worrall	Manager	Andy Johnson
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • The IRMP consultation process was completed in Nov 2006. Report to CFA in December with recommendations accepted • Recommendations accepted were: <ul style="list-style-type: none"> ○ Movement of an appliance from TC to TW ○ Completion of risk assessment of all incident types ○ 12 month pilot study looking at benefits of small fires unit • Retained and wholetime station, vehicle and equipment Asset Management Plans have been updated • Long Term Capital plan being developed. Appraisal forms for 2007/8 completed • IRMP 2007/08 is being managed as a programme of associated projects • Funding for additional staffing requirements approved. 		<ul style="list-style-type: none"> • The involvement of Members in the IRMP process is well documented and has been recognised as notable practice through the Operational Assurance Assessment • Improved change management within the Authority • Improved placement of resources across the Brigade, to ensure the most effective use of resources is made. 	
Risks Identified:			
Issues Arising:			
<ul style="list-style-type: none"> • Appliance reallocation ongoing but awaiting Airwave fitment in Scantias • Reports on IRMP projects have gone to the IRMP working group and Policy Group • Implementation projects now ongoing. 			
Financial Issues:			
<ul style="list-style-type: none"> • IRMP consultation process to ORS £11,500 • £150k for 4 additional Watch manager posts at Tweedale • £20k capital works required to accommodate wholetime staff at Tweedale, increased to £35k to cover requirements of residents in the area • None for the Small Fires Unit pilot study proposed, however, may incur additional costs if pilot study indicates it is appropriate to introduce Small Fire Unit's across Shropshire. 			



Shared Priority Highlight Report

Shared Priority	Staff		
Executive Officer	Louise McKenzie	Manager	John Das Gupta/ Yvonne Thayer
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • All SF&RS staff volunteers completed their visits to Falck in December 2006 • ADC's - Supervisory Management and Middle Management completed for 2006. Supervisory level 2007 work ongoing • Training Programme for operational staff has been reviewed, re-developed and implemented from 1st Jan 2007 • Individual Development Review (IDR) process has been reviewed and improved • Brigade Order has been developed to take into account the Age Legislation • Development of a formalised process of induction for non operational staff overdue but handbook near completion • Roll out of electronic competence database training to workplace development staff overdue. IT are aware and dealing with it in their plans • IPDRs for staff not as effective as planned (only 22% completion rate for 2006) and now being encouraged • Cultural Audit for staff completed and results pending 		<ul style="list-style-type: none"> • Exceptional development opportunity for all staff from both organisations (Falck) • Exchange of learning • The ADC process - Contribution to change in culture over time in taking responsibility for ones own development • Review of Training programme has led to an expected reduction in over-provision of Wholetime staff on night shifts • New training courses designed to provide some input as well as assessment • Compliance with Age legislation 	
Risks Identified:			
Issues Arising:			
<ul style="list-style-type: none"> • Firefighter Pension Scheme for RDS staff has been delayed and options exercise is nearing completion. 			
Financial Issues:			
<ul style="list-style-type: none"> • Long Service Increment savings being accrued • Financial provision may be required to support work identified through the Cultural Audit 			



Shared Priority Highlight Report

Shared Priority	Member Involvement/relationship		
Executive Officer	Alan Taylor	Manager	Sharon Lloyd
Activity/Work in Progress		Benefits/Outcomes Delivered	
<ul style="list-style-type: none"> • Member involvement has been maintained throughout the IRMP consultation period on the Action Plan 2007/08 • Budget setting meetings were held on 8 September and 6 November with successful member involvement • 2006/07 Member Development Reviews now complete. A Members' seminar is planned for May 2007 to address the common areas of identified need. 3 further ½ day sessions have been scheduled throughout the year to enable forward planning of development activity • Pre-meeting and post-meeting sessions will also be arranged for specific topics • Member Champions have been appointed in a number of key areas and a timetable has been drawn up so that they now report regularly to the Fire Authority on their work 		<ul style="list-style-type: none"> • Member involvement noted as Notable Practice in recent Operational Assurance Assessment. • Extensive member involvement ensured that the Fire Authority was able to make an informed decision when setting its revenue budgets and approving the capital programme in Feb 07 • Some training needs have been addressed through the Budget Scrutiny training. The 2006/07 Development Review process for Members is to be repeated in 2007/08. 	
Risks Identified:			
Issues Arising:			
Financial Issues:			
<ul style="list-style-type: none"> • Increased involvement by members has led to higher travel and subsistence claims. Members' allowances have also increased as a result. • The complexity of new developments, e.g. FireControl Local Authority Controlled Company, has led to greater use of the Solicitor. If this continues, the budget will need to be increased. 			



Review of Shared Priorities for 2006-07

Shared Priority 2006-07	Responsible Officer	Improvement Priority 2007-08	Responsible Officer	Comment
Business Continuity Planning	Steve Worrall	Preparedness		Initial work complete (see highlight report). Maintenance of arrangements to be added to business as usual. Development of exercises to be included within 07-08 Improvement Priority Preparedness
Civil Contingencies Act	Paul Raymond	Closed		Initial work complete (see highlight report). Maintenance of arrangements to be added to business as usual
Retained Review	Alan Taylor	Closed		Initial project complete (see highlight report) Maintenance of arrangements to be added to business as usual
Capacity	Louise McKenzie	People	Louise McKenzie	Issues in 06-07 under capacity completed. Further issues identified during SWOT analysis for 07-08. New Improvement Priority developed
Framework Assessments	Steve Worrall	Audit and Assessment		Activities in 06-07 completed. Work on continuing assessments to be added to business as usual. Recommendations from last year's assessments to be dealt with under Improvement Priority Audit and Assessment
Fire Control/FireLink	Paul Raymond	Fire Control/FireLink	Paul Raymond	An ongoing issue that continues to be a priority
Regional Management Board	Steve Worrall	Partnerships	Paul Raymond	Regional Management Board issues continue but have been included within the larger sphere of partnerships as a whole
Managing the Organisation	Alan Taylor	Closed		Issues for 06-07 completed. Follow on issues dealt with under various Improvement Priorities i.e. People and Performance Management
Management Information System (MIS)	Steve Worrall	Performance Management	Steve Worrall	Developments since issues first identified under MIS have changed the focus of the Improvement Priority for 07-08
Strategic Planning	Alan Taylor	Finance/Governance	Keith Dixon/Sharon Lloyd	Issues in 06-07 under Strategic Planning completed. Emerging issues within this theme are to be dealt with under Improvement Priority for 07-08 Finance/Governance



IRMP	Steve Worrall	Resources Partnerships	Paul Raymond Paul Raymond	Service changes within the Brigade as a result of IRMP are to be dealt with under the Improvement Priority Resources. Any cross border arrangements are to be dealt with under the Improvement Priority Partnerships
Staff	Louise McKenzie	People	Louise McKenzie	The 06-07 shared priority Staff has been developed into the 07-08 Improvement Priority People
Member Involvement/Relationship	Alan Taylor	Finance/Governance	Keith Dixon/Sharon Lloyd	The 06-07 shared priority Member Involvement/Relationship has been included within the 07-08 Improvement Priority Finance/Governance



Programme Structure - Improvement Priorities Reporting Structure

