

Operational Assessment and Fire Peer Challenge 2016

Action Plan

Strategic Themes: Community Risk Management, Collaboration, Business Planning, Organisational Risk Management, Organisational Learning, Staff Communications and Governance.

No:	Strategic Theme	Action	Delivery Mechanisms	Responsible Person	Progress / Target Dates
1	Community Risk Management	<p>Republish a prevention strategy that:</p> <ol style="list-style-type: none"> 1. Is driven by local risk profiles. 2. More closely integrates Prevention and Response. 3. Allows resources to be targeted appropriately. 4. Delivers selected Health and Social Care outcomes 	<p>Community Fire Protection and Arson Reduction Plan</p> <p>District plans</p>	AC Jon Dixon	<ol style="list-style-type: none"> 1. Complete - District plans have been developed that are based on local risk priorities. 2,3.Complete – A restructure of Response and Prevention has been completed that provides a more integrated model of service delivery. This is now reflected in the Community Fire Protection and Arson Reduction Plan 4. A Prevention Policy and Partnership Manager has been employed on a part-time fixed term contract. This role will help develop the new prevention strategy to incorporate health and social outcomes, and secure the partnerships and funding streams needed to deliver them on a sustainable basis.
2	Collaboration	<ol style="list-style-type: none"> 1. Improve Service Delivery Collaboration by: <ul style="list-style-type: none"> • Developing prevention plans with partners, e.g.: WCC Community Safety, Public Health and Adult Social Care teams. • Review external agency involvement with operational exercises and resilience planning 2. Improve Corporate Collaboration by: 	<p>Prevention Departmental Plan</p> <p>WCC Heads of Service engagement meetings</p> <p>IRMP Working Group</p> <p>TADC Departmental Plan</p> <p>IRMP Action Plan 2017/18</p>	<ol style="list-style-type: none"> 1. AC Jon Dixon 2. DCFO Moyney 3. AC Dave Pemberton 	<ol style="list-style-type: none"> 1. A Prevention strategy for delivering wider social value is being developed based on the outcomes of WCC Heads of Service engagement meetings and partnership meetings with WCC Community Safety, Public Health and Adult Social Care. The strategy will be formed around the following themes agreed with partners: Emergency Medical Response, Slips Trips and Falls Prevention, Telecare Rapid response Support, and Home Assessments for Hospital Discharge. These will continue to be developed as part of the IRMP Action Plan 2017/18 – completion target date March 2018. <p>Exercise Sahara, which involved a range of external</p>

		<ul style="list-style-type: none"> • Redefining support service requirements and quality. • Ensure an enhanced understanding of FRS future plans and organisational needs. <p>3. Improve Emergency Service Collaboration by:</p> <ul style="list-style-type: none"> • Publicise outcomes from Blue Light Collaboration Board • Increase visibility of joint working and ensure clarity on lead officers between Warks and West Mercia Police and Fire Services. 			<p>agencies, was conducted March 2017. The WFRS Training manager (who chairs the LRF training and exercising group) has developed an LRF exercise programme with LRF partners. The group meets every 6 weeks to update, monitor and review the programme.</p> <p>2. A review of organisational capacity to meet demands was launched April 2017. Over £700k of reserves has been allocated to boost critical areas. Support Service requirements and SLA's are under review with some areas complete – completion target date March 2018.</p> <p>3. Collaboration workshops have been held, and a revised collaborative governance arrangement and terms of reference have been agreed with H&WFRS, Shrops FRS, and WWMP. Meeting also taking place with Warwickshire Police to agree some local areas of work. Target date - March 2018.</p>
3	Business Planning	<p>1.Continue to develop clear priorities with good staff engagement.</p> <p>2.Continue to build on the good work in developing leadership</p>	<p>1. Business Planning process 2017/18</p> <p>2. One Service Programme</p>	<p>1. DCFO Moyney</p> <p>2. Rachel Barnes</p>	<p>1. Complete – a business planning process has been completed that has developed clear priorities for 2017/18. Staff have been engaged through Direction and Context meetings, and the Staff Engagement Network.</p> <p>2. Complete - All senior managers above Station Commander level have attended the Personal Leadership Programme (PLP). All Station Commanders are booked on the PLP in February 2018 . WC's and CC's are able to book onto a leading for Warwickshire course through WILMA. The leadership behaviours of these programmes are now an integral part of the appraisal and 1 to 1 process. Senior managers also attend a monthly meeting to review PLP learning and to reinforce positive behaviours. Current activity and plans will</p>

					be embedded by the new Promotion and Development Service Order.
4	Business Planning	Strengthen and embed the 'review'; element of the 'Plan, Do, Review' process within our change programme.	-Service Improvement Departmental Plan	AC Dave Pemberton	Complete – a programme of project reviews has been developed and implemented.
5	Organisational Risk Management	Strengthen Contingency Planning arrangements throughout WFRS.	-Business Continuity Policy -Business Continuity Impact Assessments -Business Continuity Plans -Dedicated Business Continuity role	AC Dave Pemberton	A Business continuity role is established. A business continuity management system policy created (in consultation). The Service Policy on Risk management has been reviewed, changes are being made to integrate risk management and business continuity within the process framework, and generally to improve understanding of risks. Business impact analysis (BIA) work has been carried out with all GC's to look at staff capacity issues. Further BIA work is to be planned to look at premises and other physical resource capacity issues. Business Continuity plans are in place for stations . Business Continuity plans for 'Personnel Absence - Maintaining an Emergency Response' have been created and are in consultation. Target Date January 2018.
6	Organisational Risk Management	Investigate alternative methods for providing a more flexible approach to deliver training to on-call firefighters.	-Training and Development Centre Departmental Plan	AC Barnaby Briggs	Learn pro and imac computer purchased to enable production of you tube style learning packages. Plans being made to recruit individual to produce modern training packages – target date March 2018. The provision of our own new training centre facility will enable far more flexibility over when and how on-call training courses are delivered – target date early 2019.
7	Organisational Learning	Improve the organisational learning mechanisms within the training and exercise programs.	-Training and Development Centre Departmental Plan -A single point of responsibility	AC Barnaby Briggs	Complete – A single contact point (email address) is now active that enables the capture of feedback from training exercises – monitored by the Training dept.

			<p>for managing an exercise program and recording appropriately.</p> <p>-Improving feedback processes from training courses.</p>		<p>A new operational incident command debrief process was trialled during the large scale (high rise) exercises. If deemed to be successful this will be adopted for all future large scale exercises.</p> <p>Electronic course feedback is now in place for incident command courses and being phased in across all training delivered.</p>
8	Governance	Utilise the Police and Crime Act 2017 and new duty for emergency services to collaborate to assess and deliver the optimum strategic direction for WFRS		Portfolio Holder and Lead Members CFO	<p>WCC members have considered a range of potential opportunities provided by the Police and Crime Act. At this stage, a “Blue Light Collaboration Joint Advisory Board” has been established between both WCC and the Warwickshire PCC to provide leadership and oversight of all appropriate opportunities. At officer level, a Strategic Planning Board consisting of Chief Officers of the 5 Police/Fire Services across the Warwickshire and West Mercia Police Alliance regularly meet to consider and advance operational and organisational collaboration opportunities.</p>