



# **Corporate Plan Development Goals**

## **Quarter 1 Report**







**April 2011- June 2011**

# Corporate Development Goals

Service Development Goals	Owner	R/G Status	Progress made against 2011-2012 Key Activities
<p><b>DV1 - Produce, agree and implement a range of strategies to inform and educate people in how to reduce their risk from fires and other emergencies and to improve quality of life outcomes for our communities</b></p>	D P&P		<p>Work has commenced to scope, produce and implement a Holistic Prevention Strategy with supporting strategies to tackle:</p> <p>Reduction of accidental primary &amp; secondary fires, reduction of deliberate primary &amp; secondary fires, road safety, reduction of water related incidents, volunteering, youth engagement and safeguarding persons.</p> <p>Scoping exercises are progressing well on each of these strands with drafts due to be completed by Q2 with the exception of reduction of deliberate primary &amp; secondary fires and reduction of water related incidents due by Q3.</p>
<p><b>DV2 - Produce, agree and implement a range of strategies to regulate the built environment so as to protect people, reduce property damage and economic loss and preserve our heritage</b></p>	D P&P		<p>Work has commenced to scope, produce and implement a Holistic Protection Strategy with supporting strategies to tackle:</p> <p>Petroleum, fireworks &amp; other explosives, unwanted fire signals, fire investigation and incident pre-planning.</p> <p>The draft Protection Strategy has been completed and submitted to the Prevention and Protection Committee for review on the 28<sup>th</sup> July 2011. The remaining strategies are underway and drafts are due to be completed by Q3.</p>
<p><b>DV3 - Complete the restructure of Prevention and Protection Services commenced in 2011 to create efficiencies and improve service delivery</b></p>	D P&P		<p>The prevention recruitment schedule is on track with new Community Safety Manager's with Community Safety Adviser recruitment beginning in August..</p> <p>The GMCA Business Compliance Project is progressing well and currently 6 out of the 10 Metropolitan Districts have taken this up.</p>
<p><b>DV4 - Implement our new partnership strategy to ensure we work effectively with partners and deliver public value</b></p>	D P&P		<p>Work has commenced on producing a framework for Vulnerable People information and a draft traffic light system has been devised to facilitate case management within the system.</p> <p>To ensure we work effectively with partners we are developing formal external links and have been in contact with the Planning &amp; Housing Commission, Manchester Chamber of Commerce, Asian Business Network and the Fire Protection Association.</p> <p>Development work has been undertaken and a Business Plan for Prevention and Protection has been produced and agreed to support collaborative arrangements outlined in the NW CFOA Prevention &amp; Protection Business Plan.</p>






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<b>DV5 – Deploy a new comprehensive risk model to determine risk levels and proportionate response times for each of our fire stations</b>	DCFO Jim Owen		The Risk Model has been produced and externally validated. Guidance and full outputs associated with the Risk Model have been published on the internal and external web pages.
<b>DV6 – Scope the introduction of special rescue stations to focus our expertise and pursue excellence in service delivery, then make recommendations and implement as required</b>	DER		The Resource bid complete with HR requirements has been submitted, however, finalisation of this activity is not completed as the Group Manager has not yet been appointed.
<b>DV7 – Review the current arrangements for Urban Search and rescue, and their relationship with international search and rescue capabilities, recommend improvements and implement as required.</b>	DER		Project Manager appointed and initial project scoping document has been produced. Site visits have been undertaken and work has commenced on researching the approach taken by the National Teams.
<b>DV8 – Review the fleet of special appliances make recommendations for improvements and implement as required.</b>	DER		Substantial research has already been carried including visits to other FRS's to identify good practice. The scoping document has been completed and project outline presented to CLT.
<b>DV9 – Revise the current Rostering for Duty arrangements to reduce the numbers of staff needed to operate the system and create significant efficiencies.</b>	DCFO Jim Owen		Negotiations have commenced with regards revised duty system led by DCFO and these are to be concluded in August. The Project Initiation Document has been developed and meetings held with key stakeholders to establish risks, milestones and capacities.  The draft Operational Strategy has been developed and discussions with CLT, union representatives and the Authority continue which will be used to inform the relevant consultation and engagement activity for Quarter 3.
<b>DV10 – Introduce appliances more suited to dealing with smaller incidents.</b>	DER		The feasibility study document has been drafted which outlines the rational of trialling adapted vehicles and evaluation criteria to be used. A trial utilising current 4 x 4's will be carried out until mid November with learning outcomes fed into the project.






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<p>DV11 – Vary Crewing arrangements on identified fire stations to ensure they are fit for purpose and meet the risk and demand levels identified in each area.</p>	<p>DCFO Jim Owen</p>		<p>The Initial business case and identified stations have been presented to CLT and approved for discussion with the Authority. Negotiations with Representative Bodies will commence in Q2 and draft conditions of service will be developed and shared with FBU.</p>
<p>DV12 – Review our arrangements for incident command, make recommendations and implement as required.</p>	<p>DER</p>		<p>The scoping has been undertaken and a complete review of incident command has commenced and is due to be completed by Q2.</p>
<p>P 6 2 DV13 - Refurbish or build fire stations in accordance with the Fire and Rescue Authority's Asset Management Plan to meet the needs of our Risk Model and effective service delivery</p>	<p>DFTS</p>		<p>Work is continuing with Kier North West and the relevant planning authorities to conclude all necessary aspects of the scheme to enable contracts to be signed.</p> <p>The schemes were originally scheduled to be delivered in Dec 2011 / Jan 2012 and it is more likely that this will be first quarter of 2012/13, subject to receiving all the necessary assurances from contractor and planning authorities. The impact of this can be managed through the timings of disposals of our current sites and within the approved project scheme budget.</p>
<p>DV14 - Implement our people and organisational development strategy to ensure we work with people with the right skills and attitude to deliver high quality, value for money services in a positive environment for everyone.</p>	<p>DPOD</p>		<p>A draft people and organisational development strategy has been developed and reviewed at CLT. The strategy has been socialised with the POD directorate and is being finalised through quarter 2.</p> <p>The people strategy will be submitted to the Authority for sign off and will drive a programme of people and organisational development activity for the next 3 years.</p>
<p>DV15 – Provide a new technical solution for the delivery of our control (999) service prioritising opportunities for regional collaboration in the interests of public value.</p>	<p>DICT</p>		<p>Awaiting LACC/CLG decision on direction.</p>

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<p><b>DV16 - Implement the changes from the management and back office reviews as part of reducing costs for 2011/12 and beyond.</b></p>	DFTS		<p>The Catering Review has been implemented.</p> <p>The Central Catering review and the first phase of FTS review have taken place and a number of posts have been or are in the process of being removed from the establishment. Staff have been offered VR and a number have accepted this offer. The final report setting out proposed changes is scheduled for CLT in August.</p> <p>Removal of petty cash from fire stations has been agreed by LT and is in the process of being implemented, with all cash floats being removed by end of August. Further roll out of p-cards was agreed.</p>
<p><b>DV17 - Conduct further reviews into back office functions in order to create further efficiencies and preserve front line services</b></p>	DFTS		<p>APSE have been appointed and are undertaking a review of cleaning arrangements. The catering review has been implemented and preliminary work is underway regarding the Finance and Technical Services Review.</p>
<p><b>DV18 - Identify opportunities for commissioning and /or sharing services with other public (in particular the Association of Greater Manchester Authorities (AGMA), private, &amp; third sector organisations, make recommendations and implement as required.</b></p>	DFTS		<p>Discussions are taking place with NWAS with a view to sharing accommodation. Work is ongoing with AGMA partners on the improvement and efficiency agenda focussing on procurement, commissioning and corporate services.</p>
<p><b>DV19 - Continue to implement our Sustainability Strategy, investing in green technology and behaviour change programmes to reduce our direct and indirect impact upon the environment.</b></p>	DFTS		<p>Each directorate has included activities to support the achievement of the carbon and resource reduction targets contained within the Sustainability Strategy.</p> <p>Savings remain on track in Quarter 1 and an annual 'Green hose' award with bronze, silver and gold levels will be implemented to league table best performing stations, sustain achievements to date and recognise staff efforts in Q3.</p>

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<p><b>DV20 - Provide new training facilities to improve real fire training for our firefighters.</b></p>	DPOD		<p>Oldham CFBT units have now been delivered, installed and fully working and the operational crews training programme is currently being undertaken.</p> <p>Final meetings have been held with Manchester Airport to agree a memorandum of understanding and liability / indemnity details before procurement of the units and accommodation can commence.</p> <p>The Multi-Rig, Leigh Fire Units and Fire Investigation unit specifications are currently out to tender with returns to be evaluated by September.</p>
<p><b>DV21 – Complete a further review of the senior management of the organisation and make recommendations and implement as required.</b></p>	CFO		<p>Initial review completed. Findings shared with key stakeholders e.g. Treasurer, District Audit and CLT. Findings to be discussed with Elected Members.</p>
<p><b>DV22 – Develop and implement a Corporate Communications Strategy to support out aims and maximise opportunities for income generation.</b></p>	DCC		<p>This project activity is currently on hold until the recruitment has been completed and the new structure in place.</p>

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