



# **Corporate Plan Development Goals**

## **Quarter 1 Report**

**April 2012- June 2012**

# Corporate Development Goals

Service Development Goals	Owner	R/G Status	Progress made against 2011-2012 Key Activities
<p>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</p>	D P&P		<p>The consultation period for the below Prevention &amp; Protection strategies has now concluded:</p> <ul style="list-style-type: none"> <li>• Prevention strategy</li> <li>• Home Safety strategy</li> <li>• Road Safety strategy</li> <li>• Volunteering strategy</li> </ul> <p>Final amendments are being incorporated into the documentation and these will be submitted to the P&amp;P Committee on the 12<sup>th</sup> September for final approval.</p> <p>Work continues to progress the supporting strategies.</p>
<p>Page 198            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</p>	D P&P		<p>The Prevention &amp; Protection Risk Models are currently being developed and will be presented along with the Protection of the Built Environment Strategy to CLT for review in Q2. The activities supporting the fire protection officers' move to mobile working are currently on hold awaiting the outcomes of the vehicles review, subsequently the timescales will need to be reviewed and amended once the outcome of this review have been clarified.</p> <p>Work continues to progress the supporting strategies.</p>
<p>DV4 - Implement our new partnership strategy to ensure we work effectively with partners and deliver public value</p>	D P&P		<p>The Partnership Framework and Referral Pathway documentation has been completed and is awaiting final approval prior to implementation.</p> <p>Links are continuing to be developed with a number of partners such as;</p> <ul style="list-style-type: none"> <li>• Adult Social Care, Mental Health Trusts, Drug &amp; Alcohol services, Acute Hospital Trusts, Probation Services to assist in the support of our mutual interest in high risk vulnerable groups.</li> <li>• We have established a working group within the North West that has identified 72 Agencies that may be involved in partnership working.</li> <li>• Established partnerships within the Jewish Community and we are fully participating with a number of associated organisations.</li> </ul>

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<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 paper detailing the proposed recommendation has been reviewed and approved by CLT and the Emergency Response Committee. Subsequently, the project has been officially launched and the project is currently in the planning stage.
<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		The paper has been submitted to CLT and the Emergency Response Committee and the concept has been accepted. Work is now on-going with the Programme Management Office to develop the implementation plan and commence the project.
<b>DV8 – Review the fleet of special appliances make recommendations for improvements and implement as required.</b>	DER		Six specific areas of the 'Special appliance review' are currently being progressed, those being: Relocation of current appliances, Small Incident Units, Aerial Appliances, Incident Command Unit, Hose Laying Lorry development and Wildfire Fire Fighting Unit. The relocation of some of the appliances has been scheduled for April 2013, with significant planning and consultation being undertaken with stakeholders including Training and Development Centre, Estates and Buildings and Central Crewing. Data, user feedback and incident analysis continues into how the use of Small Incident Units can be developed and what form a purpose built vehicle will take.
<b>DV9 – Revise the current Rostering for Duty arrangements to reduce the number of staff needed to operate the system create significant efficiencies.</b>	DER		This activity has in the main been completed. Monthly clearing meetings have been established to continue to manage the natural degradation of the establishment and roster lines as staff retire. These will continue to be undertaken until the transition plan has been fully implemented and revised model fully realised.
<b>DV10 – Introduce appliances more suited to dealing with smaller incidents.</b>	DER		Crewing of the Small Incident Unit's using both Crew Managers and Firefighters has proven to be successful. However, the shortage of Crew Managers has meant that the SIU's are crewed by FF's and used for non-operational purposes.  Plans are being made to utilise the vehicles operationally during: <ul style="list-style-type: none"> <li>• August spate conditions</li> <li>• Bonfire period</li> <li>• Xmas and New Year</li> </ul>

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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>	DER		<p>Research has been undertaken and a report outlining the proposed recommendation is currently being produced. Due to workloads and time involved in implementing the Control review during June 2012 this will now be presented to CLT in Q2.</p>
<p>DV12 – Review our arrangements for incident command, make recommendations and implement as required.</p>	DER		<p>Further research highlighting best practice approaches has been carried out. An ER Directorate workshop has been undertaken to review a number of areas supporting the incident command review which will form part of the final report. The revised recommendations will be incorporated into the Incident Command Recommendations document due to be submitted to CLT for discussion in Q3.</p>
<p>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>	DFTS		<p>The Bury Community Fire Station build has now been completed. Handover took place on Friday 6<sup>th</sup> July and the station was fully operational from midday.</p> <p>Work continues to progress on a number of schemes:</p> <ul style="list-style-type: none"> <li>• The new Rochdale Community Fire Station project was re-phased as part of the Directorate Action Plan for 2012/13 with a completion date of March 2013.</li> <li>• Feasibility and scoping study for new scheme at Wigan Fire Station</li> <li>• Refurbishment works at Leigh &amp; Irlam Fire Stations</li> <li>• Feasibility study regarding the acquisition of a Dirty Training Site.</li> </ul>
<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>	DPOD		<p>A number of supporting People and Organisational Development Strategies are currently being developed to support our overall strategy and these will be implemented throughout this financial year.</p> <p>Further work is progressing well in a number of areas to support our people development goals:-</p> <ul style="list-style-type: none"> <li>• Work is continuing to support and facilitate organisational change programmes with the development of new policies, procedures and guidance documentation to assist managers and staff.</li> <li>• The draft Inclusivity strategy has been produced and circulated to DPOD/ACFO P&amp;P for comment. Further consultation on this Strategy is anticipated and this will be undertaken through the Inclusivity Task Group on the 9th August.</li> <li>• The revised PPR model has been drafted and scheduled for discussion with</li> </ul>

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			<p>CLT in Q2. Engagement with key stakeholders will be undertaken during the development phase.</p> <ul style="list-style-type: none"> <li>• A framework for the management and introduction of Internships is currently under development and will be piloted with 10 CSA modern apprenticeships. Once the pilot is underway we will scope opportunities across the organisation</li> <li>• The Resourcing team relocated to FSHQ to start to realise synergies with the HR team. Further alignment will be considered as part of the Directorate wide review.</li> <li>• The Talent and Succession model and competency framework has been developed and a discussion paper is due to be submitted to CLT for review and comment.</li> <li>• A stakeholder board has been established to provide governance arrangements to the on-going development of the i-Trent system.</li> </ul>
<p>Page 201</p> <p><b>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.</b></p>	<p>DICT</p>		<p>The formal Invitation to Tender has been completed and the analysis of submissions has begun. Contractor selection and contract award are scheduled for September 2012 which is in line with the plan.</p> <p>Work has commenced on the installation of the “Core Network Infrastructure” at NWFC which is a pre requisite for work associated with the main system procurement and also the installation of the Airwave “SAN H” Radio Infrastructure work. The installation and commissioning of the core network is due for completion by October 2012 and the Airwave San H Infrastructure by February 2013.</p> <p>All tasks are currently on plan and implementation is on track with mitigation measures in place for identified risks.</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>	<p>DFTS</p>		<p>Discussions continue at a strategic level with NWS and GMP to evaluate options to potentially share further sites. Local managers at Wigan have also visited the site of the potential new build (existing Fire Station site).</p>

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<p>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.</p>	DFTS		<p>The Environmental Management System is now fully operational and has been implemented via the SharePoint site – Big Green. All operational procedures have been embedded within Borough and Stations complete with environmental noticeboards.</p> <p>The Sustainability Capital Plan has been developed and will be delivered throughout 2012/13 in line with our budget of £375K some of these schemes include:</p> <ul style="list-style-type: none"> <li>• Voltage optimisation at 10 sites</li> <li>• Solar PV at 3 sites</li> <li>• LED Lighting installation</li> </ul>
<p>DV20 - Provide new training facilities to improve real fire training for our firefighters.</p>	DPOD		<p>The improvements to our training facilities is progressing well with the development of the satellite training site at Leigh being successfully completed, along with the upgrade of the training classroom facilities at Leigh and Oldham.</p>
<p>DV23 – Conduct further reviews into functions in order to create further efficiencies and public value</p>	CFO		<p>No activities to update on in this quarter.</p>
<p>DV24 – Continue to review and develop our business continuity arrangements to ensure we remain well placed to deal with disruption to our services.</p>	DER		<p>We are in the process of undertaking a number of reviews to assist in the development of our Business Continuity Arrangements in areas such as:</p> <ul style="list-style-type: none"> <li>• National Emergencies Plan for Fuel</li> <li>• Protective Security Arrangements</li> <li>• North West Fire Control Resilience Plan</li> <li>• Recall to Duty Procedures</li> <li>• ICT Resilience Plan</li> </ul> <p>These reviews will take place over the next 12 months and further recommendations will be submitted to CLT in due course.</p>

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<p><b>DV25 – Scope and implement the transition requirements for moving our current 999 call handling facilities to a shared North West Fire Control Centre.</b></p>	<p>DER</p>		<p>The project is on track and progressing well. The project team are developing a local project plan being developed against the regional plan which will detail the more specific activities being undertaken at GMFRS.</p> <p>To assist with undertaking the work additional staff have been aligned to the project and are currently working on the production of the business process maps, review of Control's Web based information repository (Netscape) and management of the convergence activities in conjunction with the other Fire &amp; Rescue Services.</p>
<p><b>DV26 – Research and where appropriate, develop and implement new or revised firefighting techniques with the aim of improving our firefighting capabilities and public and firefighter safety.</b></p>	<p>DER</p>		<p>The Project Initiation Document was approved in May 2012. Following this the Stakeholder group was established to further define resource requirements and project timelines to inform the production of a comprehensive project plan.</p> <p>Further development will be required regarding the proposals to support the project implementation in both the short and long term and these are expected to be finalised by Q3 2012.</p>

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