

Agenda Item No. 64
EAST SUSSEX FIRE AUTHORITY

Panel: **Modernisation and Improvement**

Date: **18 May 2006**

Title: **Outcomes of the 2005/06 Improvement Plan**

By: **Chief Fire Officer & Chief Executive**

Purpose of Report: **To inform the Panel of the outcomes of the 2005/06 Improvement Plan.**

RECOMMENDATION: The Panel is asked to note this report.

MAIN ISSUES

1. The Comprehensive Performance Assessment (CPA) round table meeting took place on 3 August 2005. As part of the CPA self-assessment, we identified key modernisation and improvement priorities. Key Task Areas covered the majority of the priorities identified in our self-assessment summary action plan. Any perceived weaknesses from the CPA report were fed into the existing improvement plan, against the relevant priority area. The plan further contained the relevant actions/ Key Task Areas (KTAs) as produced in the 2005/06 Best Value Performance Plan that demonstrate how the issues are being addressed.
2. The Modernisation & Improvement Panel received a report at its meeting on the 5 January 2006 which provided a nine month's progress report on the Authority's first improvement plan.
3. This report is the end of year progress report on the Authority's first Improvement Plan and, as requested by Members, Appendix 1 is the Executive Summary of the work undertaken against the priorities set within the plan.
3. The Executive Summary covers actions completed in 2005/06, areas of work that were not completed that have been rolled forward into next years improvement plan, specific outcomes achieved as a result of the work undertaken and a reference to the supporting evidence that relates to the work completed. A Glossary has been added to the back of the document for ease of reference. The full Improvement Plan has also been updated and is available on request.

DES PRICHARD
CHIEF FIRE OFFICER & CHIEF EXECUTIVE

13 April 2006

Background Papers:

ODPM Circular 09/2004 entitled 'Guidance on Best Value and Performance Improvement for Fire & Rescue Authorities in England'

Appendix to Agenda Item 64

EAST SUSSEX FIRE AUTHORITY

EXECUTIVE SUMMARY OF THE 2005/06 IMPROVEMENT PLAN

IMPROVEMENT PRIORITIES AS SET OUT IN APPROVED BEST VALUE PERFORMANCE PLAN 2005/06 APPENDIX 1

PRIORITY 1 - ENSURE WE DELIVER OUR AIMS	
Summary of completed work for 2005/06	<ul style="list-style-type: none"> • Reviewed of Panel arrangements taken place, Panel Terms of Reference Amended and outcomes agreed. • Modernisation & Improvement Panel (MIP) established and Budget Panel revamped. • MIP now has individual Members assigned to take responsibilities and regular briefings take place at Member's Seminars • Member Training and Information needs undertaken • Member's Seminar programme enhanced • New Handbook completed and being printed for issue • Introduction of an information update report in between Fire Authority meetings • Redesign of website to include section for Member information reference material • Management of improvement planning evaluated by Corporate Management Team (CMT) for Risk Register
Areas of work not completed that need to be rolled forward for next year	<ul style="list-style-type: none"> • Proposals to be placed before CFA (Combined Fire Authority) to integrate strategic BVPP(Best Value Performance Plan) & IRMP (Integrated Risk Management Plan) – outcome is a single strategic planning document and framework Improved Member engagement
Specific outcomes achieved as a result of the work undertaken	<ul style="list-style-type: none"> • Improvement to Strategic Political Management of Improvement Agenda • Engaged Members • Safer Communities through driving down the risk • Firm focus on effective service delivery
Supporting evidence that relates to the work completed under this priority	<ul style="list-style-type: none"> • Seminar programmes • Handbook • Modernisation & Improvement Panel Papers

PRIORITY 2 - DELIVERING OUR INTEGRATED RISK MANAGEMENT PLAN	
Summary of completed work for 2005/06	<ul style="list-style-type: none"> • Review of impact on operational activity of last year's IRMP (Integrated Risk Management Plan) completed – results support decisions taken • Processes for continued monitoring of IRMP results in place through to MIP (Modernisation & Improvement Panel) • IRMP political management processes revamped – Way Forward Working Group reconstituted into MIP and IRMP Working Group established • Enhanced IRMP consultation arrangements improved by briefings for all Trade Unions. All Trade Unions invited to address IRMP Working Group, a focus meeting was held with Station Managers and a Cross Service Sounding Board was set up • KTA 1 – Implementation of IRMP progressed issues will carry forward to next year and identified below.
Areas of work not completed that need to be rolled forward for next year	<ul style="list-style-type: none"> • Review flexible duty system Battle – outcomes expected are to improve service delivery and productivity • Define 'core' or essential stations (and/or locations) to improve availability of vehicles and crews, especially during daytime – outcomes expected are to define cover arrangements and provide efficiency savings • Evaluate the effectiveness of our previous community fire safety activities and look to develop improvements based on lessons learnt locally and nationally. • Evaluate the effectiveness of our existing partnership working and seek to improve based on lessons learnt locally and nationally
Specific outcomes achieved as a result of the work undertaken	<ul style="list-style-type: none"> • Reviewed shift patterns – New station work routines for all wholetime stations agreed following consultation that provides for balance between intervention, maintenance of skills, personal development and community safety activity, increasing Community Fire Safety hours and productivity reducing stand down time of wholetime stations. • Changes to the 4 x 4 duty system has increased productivity and efficiency. • Re allocation of staff to Community Fire Safety (CFS), reduction of eight Fire-fighter posts, removal of Turntable ladder from fleet, efficiencies gained across the service through the reallocation of the eight posts into Community Fire safety which has seen an increase in targeted CFS activity in Brighton & Hove. • Over 5,000 homes have been visited to reduce the risk and impact of fires in the home. • The most vulnerable communities will be proactively targeted to receive Home Safety Visits (HSVs) • New performance standards (for speed of attendance and numbers of personnel sent) agreed and targeted at those incidents that have the greatest potential life risk • Firm focus on the delivery of a modernised Fire & Rescue Service
Supporting evidence that relates to the work completed under this priority	<ul style="list-style-type: none"> • The most vulnerable communities evidence - two power point presentations as given to Station Managers and a log of requests received and responded to as a result. • New performance standards (for speed of attendance and numbers of personnel sent) implemented, targeted at those incidents that have the greatest potential life risk, as evidenced – Integrated Risk Management Plan 06/07. Minutes of the Combined Fire Authority meeting in Jan will show this plan as approved. • Station Work Routines Manual note section 3.2 page 3.

PRIORITY 3 - DELIVERING COMMUNITY SAFETY INITIATIVES	
Summary of completed work for 2005/06	<ul style="list-style-type: none"> • Vulnerable Persons Strategy agreed by the Fire Authority CFA June 2005 • Community Safety Strategy in place and delivered against • Arson Reduction Team established and Strategy in place • 5,000 Home Safety Visits undertaken • LIFE (Local Intervention Fire Education) Projects undertaken • Smoke Alarms fitted • Re allocation of resources • Approved and redefined list of activities now to be undertaken by relevant staff within the Community Protection Directorate with effect from June 2005. Strategy in place and activities being developed for delivery e.g. Elderly Persons Project
Areas of work not completed that need to be rolled forward for next year	None - programme will continue
Specific outcomes achieved as a result of the work undertaken	<ul style="list-style-type: none"> • Vulnerable Persons Strategy provides a targeted approach to Community Fire Safety delivery to vulnerable people within the community, including Young People, Disabled and Older persons. • Community Safety Strategy has delivered an increased awareness amongst staff and our community to drive down risk in the community to make our communities safer. • Significant reductions in the number of deliberate fires within the area. • 48 young people have attended the LIFE course and have been diverted from anti-social behaviour • Firm focus on prevention and protection • Extensive and varied partnership work undertaken, culminating in partners fitting smoke detectors • Representatives within the Service allocated to be leads in delivering the East Sussex Strategic partnership Targets.
Supporting evidence that relates to the work completed under this priority	<ul style="list-style-type: none"> • Vulnerable Persons Strategy • Evidence of Home Safety Visits available on requests • Community Safety Strategy • LIFE evaluation report • Fire Authority paper on Partnerships

PRIORITY 4 - DELIVERING THE INTEGRATED PERSONAL DEVELOPMENT PLAN - EQUALITY AND DIVERSITY ASPECTS	
Summary of completed work for 2005/06	<ul style="list-style-type: none"> • Fire Brigades Union (FBU) invited to attend Modernisation and Improvement Panel meetings • Assistant Chief Fire Officer now meeting monthly with Fire Brigades Union • Corporate Management Team Sounding Board established • Regular Staff meetings held with Chief Fire Officer and Chief Executive • Staff suggestion scheme introduced on 1st April 2006 for a trial period of 1 year. • Equality Diversity and Cultural Change project plan now in place • Core values published and now subject of training and awareness raising across the organisation • Reviewed and republished updated Race Equality Scheme • Reviewed the Equal Opportunities Advisor post in terms of the regional collaboration taking place and have successfully recruited to this post with a job share with Surrey Fire & Rescue Service. • Provided further funding in this financial year for a dedicated Equality & Fairness Trainer. • Worked collaboratively on numerous initiatives including Manual Handling programmes and the national Anthropometry Survey of Female Firefighters. • 11 staff volunteers have been trained to provide a Harassment Advisor Network. • Introduced new discipline and grievance procedures for all staff. • Equality Diversity and Cultural Change group running two Equality and Diversity Training and a video has been produced to support the training, which deals with issues relevant to the Service, but also common to the Fire Service nationally.
Areas of work not completed that need to be rolled forward for next year	None
Specific outcomes achieved as a result of the work undertaken	<ul style="list-style-type: none"> • Firm focus on staff development as all staff now included in personal development plans. • Delivering cultural change, through the introduction of our values to underpin the aims and objectives. • Investing and developing staff at all levels within the organisation through alternative training providers. • A workforce capable of meeting the changing needs of the organisation today and in the future through training courses such as Equality and fairness and Leadership. • Equal Opportunities Advisor appointed – in collaboration with Surrey Fire & Rescue Service which has meant great strides have been taken in the Equality, Fairness & Diversity agenda within the organisation. • Equality & Fairness Trainer appointed and has undertaken key training in this area. • Harassment Service launched earlier in 2005 following training of advisors. Posters at all work locations. • Increased retirement age for Retained Firefighters to 60.
Supporting evidence that relates to the work completed under this priority	<ul style="list-style-type: none"> • Core values included in Best Value Performance Plan and relevant Corporate documents • Equality Diversity and Cultural Change project plans • Discipline and grievance procedures • Race Equality Scheme • Achieved and surpassed the target set in the Duty to Promote Race Equality • Introduction of the Anthropometric Studies into the whole of the UK Fire Service which was firstly developed at East Sussex.

PRIORITY 4 - DELIVERING THE INTEGRATED PERSONAL DEVELOPMENT PLAN – IPDS ASPECTS

<p>Summary of completed work for 2005/06</p>	<ul style="list-style-type: none"> • National Occupational Standards for Operational staff available in the workplace • Quality Assurance – assessor and verifier structure in place • Pilot of the Personal Development Records completed, manual note drafted. • Rank to Role –Regional Management Board project plan being followed. • Accredited ‘Prior Learning’ guidance note issued • Mentoring guidance note issued • Workplace Assessment – Identified credible standards for managers for rollout of the Personal Development Records and Electronic based system for these identified, to be pursued next year. • The Workforce Development Strategy is underpinned by the Workforce Development and Training Guidance Note – they both identify and create links to the Integrated Risk Management Plan. • The Process for prioritising learning and development needs against organisational needs has been risk-assessed • A new Workforce Training Development Group has been established • We are an accredited centre, delivering all Edexell fire service related products. • Skills analysis conducted and Retained Duty Staff supervisory manager programmes researched and B'tec level 3 programme has been identified. • Revamped Personal Development Review [appraisals] which now links learning and development needs to Organisational objectives. The link to objectives, Role Maps, Service Values and Personal Quality and Attributes ensures effective performance is maintained.
<p>Areas of work not completed that need to be rolled forward for next year</p>	<ul style="list-style-type: none"> • Electronic based system for Personal Development Records has been identified and will be implemented in 2006/07 • National Occupational Standards for Support staff – will continue to work on Role Maps and take account of Integrated Personal Development System Hub work. • Pursuing Institute of Learning & Management accreditation.
<p>Specific outcomes achieved as a result of the work undertaken</p>	<ul style="list-style-type: none"> • Firm focus on staff development as all staff now included in personal development plans. • Delivering cultural change, through the development and introduction of Values and Purpose to underpin the aims and objectives. • Investing and developing staff at all levels within the organisation as more courses are available through alternative training providers. • A workforce capable of meeting the changing needs of the organisation today and in the future through providing relevant training courses. • Increased retirement age for Retained Firefighters to 60. • The new Appraisal Scheme ensures that staff understand where they fit in the organisation

Supporting evidence that relates to the work completed under this priority	<ul style="list-style-type: none"> • National Occupational Standards for Operational staff • Quality Assurance – assessor and verifier structure in place • Manual note on Personal Development Records. • Accredited 'Prior Learning' guidance note • Mentoring guidance note • Report to Corporate Management Team on cost implications of Personal Development Records • The Workforce Development Strategy • Workforce Development and Training Guidance Note
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PRIORITY 5 - DELIVERING OUR AIMS AND WIDER SOCIAL AGENDA THROUGH PARTNERSHIP WORKING AND COMMUNITY ENGAGEMENT	
Summary of completed work for 2005/06	<ul style="list-style-type: none"> • Internal Partnership Focus Team agreed strategy • The Service is working in partnership within the East Sussex Local Area Agreement and we have involvement in three themes. The targets have been negotiated, draft submitted to the Government Office of the South East, (GOSE) Corporate Management Team and the Fire Authority. The targets are included in: <ul style="list-style-type: none"> • Older People • Children & Youth • Safer, stronger communities • Re-instate Social Service meetings for Public Service Agreement No 5 (elderly people) • Modernisation & Improvement Panel agreed 2 lead members on partnership issues for Brighton & Hove & East Sussex and reported to Corporate Management Team • Shadow arrangements now established for Local Strategic Partnerships where not members except for Brighton & Hove City Council
Areas of work not completed that need to be rolled forward for next year	<ul style="list-style-type: none"> • Evaluate effectiveness of partnership activity • Ensure delivery of stretched targets where FRS has direct influence
Specific outcomes achieved as a result of the work undertaken	<ul style="list-style-type: none"> • Make representation to ensure our involvement in the Local Area Agreement in Brighton & Hove City Council. • A multi agency approach to tackle social issues, supporting and receiving support from our partners to make our communities safe • Achievement of joint objectives to improve service delivery Improved Member Engagement • Improved partnership engagement • Improved Local Strategic Partnership membership (active engagement where membership not agreed)

Supporting evidence that relates to the work completed under this priority	<ul style="list-style-type: none">• East Sussex County Council Local Area Agreement• Modernisation and Improvement Panel papers• Corporate Management Team report - Partnership Working
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PRIORITY 6 - DELIVERING THE NATIONAL AGENDA BY SUPPORTING THE REGIONAL MANAGEMENT BOARD	
Summary of completed work for 2005/06	<ul style="list-style-type: none"> • Chairman appointed to Regional Management Board for 2005/06 • Clerking support in place for 2005/06 • Toolkit for effective business processes put together by the East Sussex Fire & Rescue Service for possible use by Regional Management Board in future including bids, savings processes, financial appraisal model, Project Management process and Best Value Review methodology • Project team established and leading on convergence • Personnel now assigned to all work streams and working in accordance with agreed Regional Management Board business streams on <ul style="list-style-type: none"> • Human resources & Training • Integrated Clothing Project • Civil Resilience
Areas of work not completed that need to be rolled forward for next year	None
Specific outcomes achieved as a result of the work undertaken	<ul style="list-style-type: none"> • Meet aspirations of National Framework • Effective delivery of the six key themes in the National Framework Document • Project management of the Strategic review of training facilities for the region • Programme management for the Regional management Board • Integration and sharing of good practice developed through the Regional Management Board including fire investigation, partnership working, Human Resource policies and procedures, Resilience and includes shared and integrated training programmes
Supporting evidence that relates to the work completed under this priority	<ul style="list-style-type: none"> • Regional Management Board Minutes • Related project plans • Toolkit

PRIORITY 7 - DEVELOPING OUR RESPONSE TO THE CIVIL CONTINGENCIES ACT

<p>Summary of completed work for 2005/06</p>	<ul style="list-style-type: none"> • Chief Fire Officer & Chief Executive is lead officer on the Local Resilience Forum which acts as the multi-agency focus for emergency planning in the Sussex Police Area. • Emergency planning Officer now in place • East Sussex Fire and Rescue Service are the Lead Agency on HAZMAT(Hazardous Material)/CBRN – (Chemical, Nuclear, Radiation & Biological) Incident response planning and chair this group • Draft site specific risk assessments have been developed as part of our role to share information with other Agencies • Agreed project plan for a multi-agency plan for support to those affected by an incident. This will involve ensuring plans and procedures are in place for: Rest Centre Management, the operation of Survivor Reception Centres (SRC) and Friends and Relatives Reception Centres (FRCCs), creating an effective strategy for longer term community recovery after an incident has occurred and links to other plans and procedures that may impact on the community recovery process. Civil Contingencies Act Project agreed. • Internal business continuity planning arrangements being developed by Emergency Planning Officer and is in progress. Business Continuity Project agreed
<p>Areas of work not completed that need to be rolled forward for next year</p>	<ul style="list-style-type: none"> • Responding to the Civil Contingencies Act by developing our role as a Category 1 Responder in conjunction with the Sussex Emergency Planning Network and other Category 1 and 2 Responders.
<p>Specific outcomes achieved as a result of the work undertaken</p>	<ul style="list-style-type: none"> • Project Plans for Civil Contingencies and Business Continuity in place • Safer community for all • Ensure there is an appropriate level of preparedness to enable an effective multi-agency response to emergency incidents • Contingency Plans are in place to ensure service delivery is maintained at specific stations if affected by emergency events. • Key staff trained in risk management
<p>Supporting evidence that relates to the work completed under this priority</p>	<ul style="list-style-type: none"> • Pandemic Policy • Community Risk Register • Project Plans for Civil Contingencies Act and Business Continuity • Minutes of internal and multi agency meetings

PRIORITY 8 - CONTRIBUTE TO ENVIRONMENTAL PROTECTION	
Summary of completed work for 2005/06	<ul style="list-style-type: none"> • Endorsed the Memorandum of Understanding with the Environment Agency and West Sussex Fire & Rescue Service. • Reviewed Forest Fire Fighting Procedures • Compressed Air Foam capability expanded to Eastbourne, Hastings, Hove & Uckfield and relocation of system to Rye • Agreed a Memorandum of Understanding with the British Red Cross Society, to extend the use of their Fire Victim Support Service to other emergencies that may affect the community. The vehicle has been extended into an Emergency Support vehicle not just fire support. • Training Centre developed with heating supplied from underground source • Change in fuel supplies for the fleet • Series of conservation measures, recycling at Head Quarters, environmental improvement plan developed to improve energy conservation
Areas of work not completed that need to be rolled forward for next year	None
Specific outcomes achieved as a result of the work undertaken	<ul style="list-style-type: none"> • Reduction in use of water at fire related incidents • Improved containment of fires to the room of origin • £5,000 additional funding for equipment has been provided by the Environment Agency. • Additional first aid and firefighting equipment had been provided to the Forest Rangers. • An environmentally safer and more sustainable community • Training event and partnership working with rangers developed and in place
Supporting evidence that relates to the work completed under this priority	<ul style="list-style-type: none"> • Memorandums of understanding • Forest fighting procedures • Environment plans • Recycling records • Training Centre plans • Building maintenance plan • Fuel supply records

PRIORITY 9 - WE WILL MONITOR OUR EFFECTIVENESS THROUGH OUR PERFORMANCE MANAGEMENT FRAMEWORK TO ENSURE WE REMAIN FOCUSED AND DELIVER OUR OBJECTIVES.

<p>Summary of completed work for 2005/06</p>	<ul style="list-style-type: none"> • Financial Context reported to Budget Panel May 2005 to link Five Year Plan, Best Value Performance Plan financial plans to Integrated Risk Management Plan (IRMP) and included in 2006/07 IRMP • Schedule of asset portfolio matching Strategic Objectives • Appraisal scheme now in use with targets set for individuals • Monthly sickness absence reports produced to aid management • 2005/06 Revenue Budget included efficiency savings in excess of £700k per annum. • ODPM efficiency targets for 2004/05 met and partly achieving 2005/06 requirements. • Projects Co-ordinator appointed to manage project work and standards across the Service • Project methodology approved by Corporate Management Team & implemented across the Service • Project Control system and registry set up • Monthly project performance data gathered and reported to Corporate Management Team • Ongoing programme: Project Managers Skills upgraded through coaching sessions in project control, and use of Microsoft project • Dedicated project section on intranet • Appraisal scheme implemented which sets business related objectives between employee and line manager
<p>Areas of work not completed that need to be rolled forward for next year</p>	<ul style="list-style-type: none"> • Developing skills in managing projects managers & develop resource planning system based on project data to ensure maximum cost effectiveness in use of resources.
<p>Specific outcomes achieved as a result of the work undertaken</p>	<ul style="list-style-type: none"> • Ensure the delivery of high quality services to local communities at a price they are prepared to pay. • 20% reduction in sickness absence reported in 2004/05 from 2003/04 • Effective delivery of the aims and objectives of the organisation • Learning organisation • Strong focus on improvement and commitment to improvement plans • 2005/06 Revenue Budget included efficiency savings in excess of £700k per annum
<p>Supporting evidence that relates to the work completed under this priority</p>	<ul style="list-style-type: none"> • Project control documents • Sickness reports • Performance results in Best Value Performance Plan • IIP Award • Charter Mark • Quarterly performance reports

GLOSSARY

ACAS - Advisory Conciliation Arbitration Centre
ACFO - Assistant Chief Officer
ADC - Assessment and Development Centre
AGM – Annual General Meeting
APR- Audit Performance & Review Panel
BC - Business Continuity
BVPI – Best Value Performance Indicators
BVPP - Best Value Performance Plan
CAP – Corporate Action Plan
CBRN – Chemical, Nuclear, Radiation & Biological
CCA - Civil Contingencies Act
CDRP – Crime & Disorder Reduction Partnerships
CFA - Combined Fire Authority
CFO & CE Chief Fire Officer and Chief Executive
CFS - Community Fire Safety
CMT – Corporate Management Team
CMT – Corporate Management Team
CPA – Comprehensive Performance Assessment
CPD- Community Protection Directorate
DCFO - Deputy Chief Fire Officer
DCP – Director of Community Protection
DRM- Director of Risk Management
DSS – Director of Service Support
E&D – Equality & Diversity
EDCC - Equality, Diversity & Cultural Change
EFAG – Equality & Fairness Advisory Group
ESCC - East Sussex County Council
ESFA – East Sussex Fire Authority
ESFRS – East Sussex Fire & Rescue Service
F&RS – Fire & Rescue Service
FBU – Fire Brigades Union
FTE – Full Time Equivalent
GOSE - Government Office of the South East
HAZMAT – Hazardous Material
HSV - Home Safety Visits
ICT – Information Communications Technology
IIP – Investor in People
IPDS- Integrated Personal Development System
IRMP Integrated Risk Management Plan

KTA- Key Task Area
LAA - Local Area Agreement
LIFE – Local Intervention Fire Education
LSP - Local Strategic Partnership
M&CC - Mobilising & Communications Centre
MIP – Modernisation and Improvement Panel
NOS - National Occupational Standards
NVQ - National Vocational Qualification
ODPM - Office of the Deputy Prime Minister
PDR - Personal Development Record
PFT Partnership Focus Team
PI – Performance Indicator
PQA - Personal Quality and Attributes
PSA – Public Service Agreement
RDS - Retained Duty Staff
RMB - Regional Management Board
SRC – Survivors Receptions Centre
FRRRC –Friends & Relatives Reception Centre
ToR – Terms of Reference

