



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Community Safety Committee

PARTNERSHIP MANAGEMENT

Report of the Chief Fire Officer

Agenda Item No:

Date: 31 October 2008

Purpose of Report:

To inform Members of a new approach to the Service's management of partnership engagement and in particular, Local Area Agreements (LAAs), Local Strategic Partnerships (LSPs) and Crime and Disorder Reduction Partnerships (CDRPs).

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1. BACKGROUND

- 1.1 The Fire and Rescue Authority is actively engaged strategically and tactically in a number of statutory partnerships which are attended by representatives ranging from the Chair of the Authority, Principal Officers and other specialist and middle managers.
- 1.2 The statutory partnerships are:
- The Nottinghamshire Partnership (County LAA);
 - One Nottingham (City LAA);
 - Each District Council Local Strategic Partnership (LSPs);
 - Each District Council Crime and Disorder Partnership (CDRPs);
 - County Community Safety Board;
 - City Crime and Drugs Partnership.
- 1.3 The Authority is also represented in a number of other informal areas where working with partners can assist in furthering the Service's objectives in terms of profile and reduction of risk – eg: Local Area Forums and Road Safety Partnerships etc.
- 1.4 The Authority's involvement in partnerships has grown immensely over the past decade and in particular over the past two years due to statutory involvement in LAAs and LSPs.
- 1.5 This increased engagement requires greater co-ordination to ensure the Service is best placed to utilise the opportunities presented from the newly formed LAAs, and that it is robust in terms of future Comprehensive Area Assessments.
- 1.6 Whilst the Community Safety Committee acts to ensure that the Member/Officer interface is robust in respect of these issues, it is clear that the managerial framework needs enhancing to ensure Members have confidence that the organisation is actively delivering effective intervention strategies. The following report identifies issues areas being addressed in order to bring managerial consistency to the partnership environment, in particular:
- The formation of a 'Service Partnership Steering Group';
 - The introduction of a 'Partnership Manager' post;
 - The promotion of secondments in both the City and County Councils to strengthen the Service's current position, and demonstrate its ongoing commitment to partnership working.
- 1.7 Due to the schedule of committee meetings, this paper has already received approval from the Human Resources Committee of the Authority (10 October 2008) in regards to approval for the Partnership Manager post to be added to the establishment. Therefore the purpose of this paper is to provide a timely update to Members.

2. REPORT

Partnership Steering Group

- 2.1 The partnership environment continues to grow in scope and complexity. Failure to successfully manage the Service's involvement in that environment will have serious implications for the Service in terms of financial stability, business planning, and reputation within the community.
- 2.2 Although staff across the Service have been engaging at all levels within the partnership arena, the Service does not currently have a truly co-ordinated approach. In order to enhance effectiveness, an internal 'Partnership Steering Group' will be established. The outcomes delivered from the creation of the group will be:
- The development of a 'single voice' with which to communicate to the partnerships;
 - Co-ordination of effort to provide a consistent approach in specific areas such as finance and performance management arrangements;
 - An auditable trail of Service involvement and commitment to partnerships which would be communicated to Members through the CFA Community Safety Committee;
 - The ability to collate and measure the tangible outcomes gained from partnership interaction;
 - Improvement of the management of partnership based risk;
 - Confidence that Service representation on the various partnership groups is appropriate, co-ordinated and consistent.
- 2.3 The above outcomes will also provide greater understanding of the LAAs and the broader partnership agenda across the Service, which in turn will enhance corporate understanding and resilience.
- 2.4 The group must involve all relevant departments, yet remain small enough to deal with business effectively, and therefore the Steering Group will comprise the following representatives:
- Assistant Chief Fire Officer (ACFO) Risk Reduction (Chair);
 - Partnership Manager;
 - Response Area/Group Manager who attend Strategic CDRP/LSP meetings;
 - Group Manager Corporate Services / Head of Performance;
 - Senior Accountant;
 - Risk Manager;
 - Head of Fire Protection;
 - Head of Community Safety.

Other specialist officers may also be included for topics of relevance: eg: communications, data and equalities etc.

Partnership Manager

- 2.5 To satisfy the increased demand for co-ordination of partnership activities, the Human Resources Committee of the Authority has approved the creation of a dedicated role as a 'Partnership Manager'. The post will create and administer the Partnership Steering Group, and be responsible to the ACFO Risk Reduction for the effective management of partnerships across the Service. The post holder will also have direct line management responsibility for secondees where appropriate.
- 2.6 Funding for this post has been generated through the disestablishment of the Automatic Fire Alarms (AFA) Co-ordinator role as the workload in this area is to be shared across Response and Reduction departments, with Fire Protection taking a lead responsibility. The financial deficit for this post is to be funded from within the uniformed pay settlement under-spend.
- 2.7 The job description and person specification for the Partnership Manager post (Appendix A) has been processed through the Job Evaluation Panel and determined at Grade 8, (maximum of £40,924). This provides an excellent opportunity to encourage the right applicants for this critical role. The Service is consulting the trade unions over this change at the present time.

Risk Management

- 2.8 In order to promote the Service's profile within the LAA arenas, a Risk Management project has been initiated. Following negotiations within the City and County LAA management groups, and the Government Office for the East Midlands, all LAA partners have agreed to the project.
- 2.9 The project will encompass two main areas; Business Risk Management within the LAAs and partner agencies, and at a later stage, Early Intervention Risk Management across the partner agencies. This will secure the potential to lead a project clearly focused on co-ordinated service improvement to the public.
- 2.10 To enable this additional work to be undertaken, the Risk Manager will need additional support in terms of an additional fixed term temporary post (JE outcome as Grade 4, £17,781 to £22,845 plus on costs) which will be funded from LPSA monies.
- 2.11 In order to reflect the wider responsibility for the management of risk within the wider partnerships, it is recognised that there will need to be a temporary addition to the salary of the Authority's Risk Manager, although this has yet to be evaluated formally.

Secondment Opportunities

- 2.12 A further opportunity exists to second a Station Manager to work within the Safer and Stronger Communities Team based at County Hall. This team co-ordinates the successful 'Weeks of Action' which have taken place across the

County, and also works very closely with all of the CDRPs to deliver the 'Safer' strands of the County LAA.

- 2.13 After securing preliminary agreement with Nottinghamshire County Council, this fixed term temporary post will be 50% funded by each Authority for a period of two years. This would cost each Authority approximately £57k inclusive of on costs over the two year period. The post holder will be based at County Hall but remain employed by Nottinghamshire Fire and Rescue Service, with the Service therefore incurring any travelling expenses and provision of mobile phone etc.
- 2.14 It is expected that this approach will assist in embedding the Service within the LAAs and provide a platform to raise the Service's profile and identify future opportunities across all partnerships.
- 2.15 A similar secondment is also being explored within the City Council Crime and Drugs Partnership (CDP) and early indications are very positive. A paper will be presented to the CDP Board at its next meeting seeking approval for the arrangement.

3. FINANCIAL IMPLICATIONS

- 3.1 The costs of the Partnership Manager post are to be part funded from the disestablishment of the AFA Co-ordinator role, and the resultant shortfall is funded from unallocated pay contingency following the firefighters' pay award which was not as high as expected.
- 3.2 The secondment of the Station Manager post to the County Council will be funded from the LPSA grant, as would the Officer to the City Council if this is forthcoming. This would be for two years with a review undertaken after the first year. Other costs associated with the posts will be supported from existing budgets.
- 3.3 The additional support role for the Risk Manager will be funded from the LPSA grant until the end of March 2010, and then reviewed. Similarly, an upgrade in the salary of the Risk Manager will also be charged to the LPSA grant for the same period.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resources support will be required to undertake the process of appointment in to all posts.

5. EQUALITY IMPACT ASSESSMENT

The initial equality impact assessment is attached at Appendix B.

6. CRIME AND DISORDER IMPLICATIONS

Co-ordination of our partnership involvement will assist the Service in delivering its statutory obligation contained within the Crime and Disorder Act 1998.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 Failure to fully satisfy the statutory obligations placed upon the Service with regards to the Crime and Disorder Act 1998 would have serious consequences for the Authority.
- 8.2 LAAs, and the Service's involvement within them, will be under immense scrutiny through the Comprehensive Area Assessment process. Failure to meet the expectations of Government Office, and ultimately the Audit Commission, will seriously affect the Authority's desire to be recognised as performing strongly, and has the potential to damage its credibility within other partner agencies and the community.
- 8.3 At this time, the LAAs within the County and City are only redistributing reward grants, however, it is anticipated that in the future they will have much more autonomy over all Local Authority funding. Clearly the Fire and Rescue Authority must ensure that it is able to secure the appropriate funding for its own core activity and be positioned to be able to capitalise on this potential opportunity.

9. RECOMMENDATIONS

As the report has been approved by the Human Resources Committee, Members of the Community Safety Committee are asked to note the contents of the report.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Frank Swann
CHIEF FIRE OFFICER

NOTTINGHAMSHIRE FIRE AND RESCUE
JOB DESCRIPTION

Post:	Partnerships Manager
Grade:	Grade 8
Post Reference:	*
Conditions of Service:	NJC for Local Government Service National Scheme of Conditions of Service
Responsible to:	Assistant Chief Fire Officer – Risk Reduction
Responsible for:	Staff seconded to work on partnership initiatives. Currently two Health Promotion Specialists, and the Risk Manager. Two Station Managers (subject to final approval).

General Description of Post

This is a senior post responsible for strategic development, tactical leading and maintenance of service wide partnerships. The post is designed to support the ACFO in the construction of the revised Local Area Agreement arrangements and provide support for the Community Safety Committee of the Fire Authority.

Specific Duties

1. Develop, implement and maintain internal strategies, policies and procedures for the management of service partnerships.
2. Develop Service Level Agreements with the relevant stakeholders, both internal and external. This will include the development of any information sharing protocols giving due consideration to the Data Protection Act.
3. Advise and lead on appropriate public consultation and involvement in the planning and commissioning of objectives, and take the lead in working closely with internal and multi-agency communications teams to support partnerships.
4. Co-ordinate joint consultation exercises required of the Local Area Agreement, Comprehensive Area Assessment and other NFRS partners.
5. Act as the point of contact for external organisations requiring information regarding service partnership arrangements including any external audits.
6. Develop and maintain a register of partnership involvement, including clear maps of the internal and external governance arrangements.
7. Corporately represent the Service at local, regional and national meetings relating to partnership working within the Fire & Rescue Service and the wider public sector. Some of which may be outside of normal office hours.

8. Co-ordinate and ensure appropriate Service representation on key groups within Strategic Partnerships and subgroups, and facilitate awareness sessions for Managers and Members who represent NFRS in those forums.
9. Develop professional networks for mutual benefits to support both the current and future work of the organisation.
10. As a member of Performance and Co-ordination Team (PaCT), lead processes to develop target setting for partnership objectives.
11. Develop effective business plans in line with team, department and organisational needs, and integrate these with the Local Area Agreements, Local Strategic Partnerships and Community Safety Plan arenas.
12. Ensure NFRS projects and work in progress meets Local Area Agreement outcomes where appropriate.
13. Use evidence based practices and intelligence gathering to evaluate partnership performance and development, and work closely with the Performance Manager to align organisational activities to the good practice and guidance published by the Department of Communities and Local Government.
14. Formally report to PaCT, Strategic Management Team (SMT) and the Combined Fire Authority (CFA) on progress made against Partnership objectives, and through consultation with other senior managers produce action plans to address shortfalls where required.
15. Co-ordinate (and Chair when required) the NFRS Partnership Steering Group.
16. Advise on service obligations and objectives created by Section 17 of the Crime and Disorder Act 1998 and all other relevant legislation and best practice. This will include the aims and nature of such engagement.
17. Manage and support posts directly accountable to the Partnerships Manager to achieve NFRS corporate goals, strategies and legal requirements relating to their employment.
18. Manage specified budgets, and ensure monies allocated are monitored (e.g. reward grants), to support the delivery of partnership objectives across the service.
19. Identify opportunities to utilise existing reward grant funding to support and enhance the delivery of NFRS objectives, utilising commissioning processes both internally and externally as required.
20. Identify opportunities to secure further funding and formulate grant applications when circumstances arise.

General Responsibilities

(a) **Health and Safety**

To take reasonable care for your own health and safety at work and that of other persons who may be affected by your work activities.

To co-operate with Nottinghamshire Fire & Rescue Service's attempts to comply with health and safety legislation. Where appropriate you must safeguard the health and safety of all persons affected by the work activities you supervise at any premises you have control over.

To work in a safe manner in which you have been trained and instructed and advise your line manager of any health and safety problems you are aware of.

To familiarise yourself with the contents of the Service's Written Safety Policy.

(b) **Use of equipment and other appliances**

To take proper care in handling, operation and safeguarding of any equipment, vehicles or appliance, used or issued by a third party for the individual or collective use in the performance of the job holder's duties.

(c) **Equalities**

To uphold the Nottinghamshire Fire and Rescue's Fairness at Work and Equal opportunities policies and practices and to treat all colleagues, service users and contacts with respect and in accordance with the expectations laid down by the service.

To promote and deliver fair and quality services that are sensitive and responsive to all service users.

(d) **Code of Conduct**

To adhere to the standards of the Code of Conduct established by the Service.

(e) **Personal Development**

To keep up to date with current practice, undertaking training and Continuous Professional Development as appropriate.

(f) **Information Technology**

To comply with security measures to protect against unauthorised access to, alteration or disclosure of information held on computer and ensure adherence to the principles of the Data Protection Act.

To undertake any training and operation of new technologies and associated systems as required.

NOTTINGHAMSHIRE FIRE AND RESCUE SERVICE
PERSON SPECIFICATION
Partnerships Manager

	ESSENTIAL	DESIRABLE
Experience	Extensive experience of working at a senior level	Experience of using and/or carrying out research
	Experience of managing multi-agency partnerships within the private or public sector	Experience of working within public sector political environments
	Experience of Project Management	
	Experience of managing change	Experience of Risk Management
	Experience of policy development and implementation	
	Experience of budgetary management	Experience of Cost / Benefit analysis and/or budgeting and costing
	Experience of the producing strategic reports for Senior Managers	Experience of producing strategic reports for Members
Skills	Ability to drive and manage the change process, seeking opportunities to create and implement improved organisational effectiveness.	Demonstrate ability to communicate effectively with employees and partner organisations at all levels
	Ability and able to develop self, individuals, and teams to improve organisational effectiveness.	
	Ability to discuss and debate complex issues, produce constructive ideas and make practical recommendations.	Ability to learn complex new skill areas independently and apply them to similar situations.
	Ability to work without supervision at a senior level.	Ability to meet tight deadlines and prioritise multiple concurrent tasks.
	Communicate effectively both orally and in writing. To a variety of audiences, including Senior Managers and Members.	
	Gather information in order to predict future requirements and make realistic decisions.	
	Create and implement effective plans to deliver long-term organisational strategic objectives.	

	ESSENTIAL	DESIRABLE
	Anticipate and shape the political environment from a strategic perspective.	
Knowledge	Knowledge of extensive public consultation techniques and planning	Knowledge of the Freedom of Information Act
	Knowledge of analytical techniques, such as case analysis and activity	Knowledge of Fairness at Work and Equality and Opportunities
	Knowledge of statutory partnerships for the Fire and Rescue Service	
	Understanding of the Health and Safety issues associated with the post	
	Knowledge of Data Protection Act	
	Knowledge of Local Government / Health and Crime Acts and Public Service Agreements.	
Education and Training	Degree level qualification or relevant equivalent experience in management	Degree level qualification or equivalent in marketing and communication
	Be prepared to undertake training when required	PRINCE 2 or equivalent qualification
	Comprehensive working knowledge of Microsoft Office suite	
Other Requirements	Good timekeeping and attendance	
	Willingness to work outside of normal working hours to attending meetings and briefings.	
	Current driving licence	

INITIAL EQUALITY IMPACT ASSESSMENT

<i>Section</i>	<i>Manager</i>	<i>Date of Assessment</i>	<i>New or Existing</i>
Risk Reduction	ACFO Buckley	15 September 2008	New
Name of Report to be assessed	Partnership Management		
1. Briefly describe the aims, objectives and purpose of the report.	To propose a new approach to the Services management of partnership engagement and in particular Local Area Agreements, Local Strategic Partnerships and Crime and Disorder Reduction Partnerships.		
2. Who is intended to benefit from this report and what are the outcomes?	SMT and CFA Members will benefit from the information contained within the report, however our partner agencies and the community will benefit from a more consistent approach to the delivery of services across the County.		
3. Who are the main stakeholders in relation to the report?	Middle and Strategic Managers Fire Authority Members Members of Partner agencies within LAAs, LSPs and CDRPs.		
4. Who implements and who is responsible for the report?	ACFO Risk Reduction.		

5. Please identify the differential impact in the terms of the six strands below. Please tick yes if you have identified any differential impacts. Please state evidence of negative or positive impacts below.

<i>STRAND</i>	Y	N	<i>NEGATIVE IMPACT</i>	<i>POSITIVE IMPACT</i>
Race		x		
Gender		x		
Disability		x		
Religion or Belief		x		
Sexuality		x		
Age		x		

6. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group?	Y	N	7. Should the policy/service proceed to a full impact assessment?	Y	N
					x

I am satisfied that this policy has been successfully impact assessed. I understand the impact assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.

Signed (completing person).....ACFO Buckley.....

Date15 September 2008