

meeting	<b>NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE &amp; RESCUE AUTHORITY</b>	
	<b>HUMAN RESOURCES COMMITTEE</b>	
date	<b>7 July 2006</b>	agenda item number

## **REPORT OF THE CHIEF FIRE OFFICER**

### **COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA) : PROGRESS UPDATE**

#### **1. PURPOSE OF REPORT**

The purpose of this report is to update Members on current progress relating to CPA and the future inspection.

#### **2. BACKGROUND**

2.1 CPA was introduced in to the Fire and Rescue Service in 2005 as a result of the Fire and Rescue Service National Framework. It replaced the previous inspection regime conducted by Her Majesty's Fire Service Inspectorate, and focused on the corporate management of the Service.

2.2 Nottinghamshire and City of Nottingham Fire and Rescue Authority were inspected in February 2005 and received a "fair" rating.

#### **3. REPORT**

3.1 As an outcome of the CPA inspection in 2005, the Service produced an 'action plan' as to how it was going to address the areas raised by the Audit Commission.

3.2 During the autumn of 2006, the Service will receive an inspection from its internal auditors as part of CPA 2006. This will focus on three areas :

- Use of Resources ;
- Direction of Travel ;
- Service Assessment.

3.3. As part of this process, under the guise of direction of travel, the Service will have to demonstrate how it is progressing against its action plan. In respect of the Human Resources Committee, attached at Appendix A is a breakdown of progress against set objectives.

3.4 This update allows Members of the Human Resources Committee to assess how the specific elements of the action plan that relate to their remit are progressing.

#### **4. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

## 5. PERSONNEL IMPLICATIONS

There are no specific personnel implications arising from this report.

## 6. EQUALITY IMPACT ASSESSMENT

An initial impact assessment has revealed no specific equalities issues arising from this report.

## 7. RISK MANAGEMENT IMPLICATIONS

CPA 2006 will assess how the Service is progressing against its original benchmark of CPA 2005. In cases where the Secretary of State does feel Services are not making suitable progress, the right of intervention is an option available.

## 8. RECOMMENDATIONS

That the Human Resources Committee note the contents of this report and the progress being made against the actions arising from CPA 2005.

## 9. BACKGROUNDS PAPERS FOR INSPECTION

- Fire & Rescue Services Act 2004 ;
- Fire & Rescue Services National Framework 2006 – 2008 ;
- Fire & Rescue Performance Framework 2006/07 (Consultation Document) – Audit Commission ;
- Fire & Rescue Services, Use of Resources 2006/07 Consultation Key Lines of Enquiry – Audit Commission ;
- Operational Assurance inspection framework Consultation – DCLG.

Paul Woods  
**CHIEF FIRE OFFICER**

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## Appendix A

### Nottinghamshire CPA improvement plan November 2005 – June update

#### THEME 2 PEOPLE MANAGEMENT

Lead Member	Cllr Brent Charlesworth
Project Manager	Chair, HR Committee Judi Beresford

**Aims** - the tasks set out in this plan will ensure that we continue a programme of workplace assessments, develop an integrated approach to learning and development, ensure the HR strategy links to our core strategies, deliver a programme of workplace assessments, develop an integrated approach to learning and development and improve sickness absence management.

#### Key outcomes sought

- A HR Strategy that is linked to core strategies and drives service improvement in areas such as sickness management and ensuring that our workforce is representative of the community.
- An integrated personnel development system.

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#### Key activities / actions involved

- Completion of Personal Development Review system.
  - Agreement of Learning and Development Strategy.
  - Agreement of Strategy for Workplace Assessment.
  - Establishment of Workplace Assessor Team and Resources.
  - Agreement of resources for Assessment Development Programme.
  - Alignment of HR Strategy to HR Policies, Community Safety Plan and IPDS.
  - Review of the processes and procedures for managing sickness absence.
  - Implementation of methods to ensure that the workforce is representative of the communities served.
  - A key partner within the regional approach to HR.
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## Partnership opportunities

- Working with the Fire Service College, plus our Regional partners, to commence the implementation of workplace assessor training.
- Working regionally to implement Level 1 of the Assessment Development Centre project plan.
- Working regionally to ensure the sustainability to implement levels 2 to 4 of the Assessment Development Centres.

## Links to existing plans/projects

- IRMP (Community Safety Plan) , Learning and Development Strategy

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## Route map to improvement

There are many different tasks that we will need to undertake in order for us to achieve our goals in this area. In recognition of this we have devised a route map that clearly identifies the key high-level improvement tasks necessary to undertake achieve over the next 18 months. This route map forms the basis of a comprehensive set of activities and these can be found in the detailed task list following the route map within this section.

## Position Report

### Improvement Plan Item

**Progress: 22<sup>nd</sup> June 2006**

- Implement a new PDR system and pro forma
- Agree learning and development and workplace assessment strategies

Two page PDR system is being introduced and gradually cascaded throughout the organisation. Information regarding the completion of reviews is being placed in the personnel database.

The introduction of a performance appraisal scheme will follow on from the present PDR system when it has been fully implemented and reviewed.

The learning and development strategy has been accepted by the Authority (Meeting 16<sup>th</sup> December 2005) This strategy takes full account of the national learning and development strategy.

Work has commenced in developing the capacity to formally assess workplace performance. This will form the basis of the workplace assessment strategy.

- Establish workplace assessor team and resources

We have recruited a workplace assessment co-ordinator who has made some progress in the development of an assessment team. The approved centre for vocational qualification has undergone an external verification exercise and been awarded a grade B. The external verification report included items for improvement which are being implemented.
- Train and identify staff required for ADCs

Staff have been and trained to assist in the regional assessment and development exercises.
- Commence implementation of workplace assessor training

Workplace assessors are now being trained.  
Local performance indicator in place.  
To date 3 have qualified.
- Fully align HR Strategy to HR Policies and IPDS

The review of the HR Strategy was deferred pending the completion of the regional HR strategy. The regional HR strategy has now been adopted and Nottinghamshire Fire & Rescue Service's must now be reviewed.  
  
N.B. This work will now be undertaken by the Personnel department.
- Implement level 1 Assessment Development Centre project plan

The region has undertaken supervisory level assessments.  
  
A review is planned after the first six months (July 2006) as per East Midlands project team plan.
- Roll out of PDR system plus implementation

An external training provider was used to provide training for managers undertaking reviews.  
  
The PDR process has yet to be fully embedded. Once this work is done a personal development scheme that incorporates performance will follow.  
  
(This item has been part of the following plans to date – IRMP 1&2 pay verification 1&2 and the CPA action plan)  
  
(Programme Ref. No 00098)
- Review methods for managing sickness absence

PaCT now receives absence reports and reviews the management of absence.  
  
A new procedure where appropriate for the management of staff with persistent short term absence and those who hit trigger points, was agreed on Monday 26 June 2006. This is now to be cascaded throughout the organisation.

- Ensure sustainability to implement levels 2-4 of ADCs

Some concerns exist regarding the resources required to support the ADC's

Level 4 will now be undertaken at a national level.
- Implement new methods for managing sickness absence and commence regular monitoring

FirstCare partnership is in place and due to be reviewed.

(Programme Ref. No 00079)
- Implement methods to ensure that the workforce reflects the community profile

Best Value Performance Indicator 17a and 210 (17a Percentage of uniformed staff from ethnic minority communities) (210 percentage of women firefighters)

Recruitment is now being progressed regionally and i this process will help the Service move towards its targets along with its East Midlands partners.

(Programme Ref. No 00095)
- Evaluate success of PDR system

This will commence following the completion of the initial PDR roll out.
- Review methods to ensure workforce reflects the community profile

A review of the positive actions undertaken taken to date will be reviewed this year.

(Programme Ref. No 00095)
- Implement previously agreed workplace assessor quality assurance methodology

The workplace assessment strategy is in development at present. The development of a workplace assessment strategy will incorporate a quality assurance methodology.