

## report

meeting	<b>NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE &amp; RESCUE AUTHORITY</b>	
	<b>POLICY &amp; STRATEGY COMMITTEE</b>	
date	<b>4 August 2006</b>	agenda item number

### REPORT OF THE CHIEF FIRE OFFICER

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

##### 1. PURPOSE OF REPORT

To update Members on current progress relating to the previous CPA inspection and to inform Members of the outline process for this year's CPA inspection.

##### 2. BACKGROUND

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. 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. The action plan was specifically produced to address areas where the Service was not judged to have performed well, notably in the areas of Governance, People Management and Partnership Working.

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, in the area of direction of travel, the Service will have to demonstrate how it is progressing against its action plan. To demonstrate current progress three of the key areas that the Service had identified for action were People Management, Governance & Management and Partnership Working. The progress against each of these areas has been assessed and reported to the appropriate Authority Committees during July 2006. This update allows Members of Policy & Strategy Committee to assess how the specific elements of the action plan are progressing.

3.4. These progress reports, presented to Human Resources Committee (People Management), Performance Monitoring Committee (Governance & Management) and Community Safety Committee (Partnership working) are attached to this report as Appendices A, B and C respectively.

3.5 In respect of the Service Assessment, this will be a focus on operational service delivery and is a new element in respect of the CPA process. This will examine the Service's performance in the delivery of its operational resource to the community, and the processes it uses to underpin that service delivery.

3.6 The outcomes of the CPA process will be circulated in March 2007.

#### **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 Policy & Strategy 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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**Nottinghamshire CPA improvement  
plan November 2005 – June update****THEME 2 PEOPLE MANAGEMENT**

**Lead Member** Cllr Brent  
Charlesworth  
**Project Manager** 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 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.

## Nottinghamshire CPA improvement plan November 2005 – June update

### THEME 3 GOVERNANCE AND MANAGEMENT

Lead Member - Councillor Pat Lally

Project Manager - Frank Swann

Aims - the tasks set out in this improvement plan will ensure that committee structures reflect and support change, ensure that there is sufficient training and development for members, ensure that members champion priorities.

#### Key outcomes sought

- A well governed and managed service with effective committee structures that influence and support the necessary changes to drive improvement
- The implementation of a robust Member training and development programme designed to support our new Governance structure

Improved Members accountability for developing and managing our priorities

#### Key activities / actions involved

- Agreement of new Governance Model
- Agreement of Member roles and responsibilities
- Introduction of Member training needs analysis
- Assignment of Members to Committees
- Implementation of new arrangements
- Evaluation of new arrangements by Performance Committee

#### Partnership opportunities

- § Identifying regional and national best practice for Member training and development.
- § Working with a regional or national partner to evaluate and review our corporate governance arrangements to ensure an independent and objective evaluation.

#### Links to existing plans/projects

- IRMP Governance Policy

#### 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 is not 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**

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|---|---|
| § Recruit Business Risk Manager and implement system                    | Following work through a sub-committee of the Fire & Rescue Authority a new committee structure was agreed for implementation in March 2006. Governance is now delivered through a structure that improves member/officer engagement at an accountable level.   |
| § Agree member roles and responsibilities                               | Member roles and responsibilities were developed in conjunction with the revised governance structures. Each Committee has a specific role, responsibility and terms of reference. This includes general provisions of the Fire Authority.  |
| § Review in light of new governance guidance issued by Audit Commission | The revised governance has been developed in conjunction with the following publications:- <ul style="list-style-type: none"><li>§ The Good Governance Standard for Public Services (the Independent Commission on Good Governance in Public Services).</li><li>§ Corporate Governance (Audit Commission)</li><li>§ Good Governance in Local Government (SOLACE).</li></ul> |
| § Carry out Member training needs analysis                              | Following the implementation of a revised Governance and Committee structure in April 2006, the next stage is to complete a full training needs Analysis with regard to the members generic and specific committee roles, within the Fire & Rescue Authority. This is scheduled for Autumn 2006 following the embedding of the new structure.                               |
| § Develop individual Member training plans, sign off and monitor        | Individual PDP for Members will follow the full TNA which is commencing during Autumn 2006.   |
| § Assign Members to committees  | All members have been assigned to the new committees(done as part of the revised Governance. Chairs for each committee have been elected.   |
| § Review Members handbook   | The members handbook has been revised and is being checked by the Clerk to the Authority prior to being re-issued to individual members.  |



§ Review Member Allowances	A full and detailed review of members allowances was overtaken by an independent remuneration panel. Its recommendations were fully adapted by the Authority and revised allowances were paid to members effective from April 2006.
§ Implement new arrangements	All new arrangements with the exception of the next phase (full TNA) have been implemented.
§ Implement interim monitoring procedures	Within the revised governance process an annual monitoring and progress report is to be presented to the Fire Authority. The lead for this is taken by the Clerk to the Fire Authority and the lead officer, ACFO Information Services.
§ Full evaluation of new governance arrangements (Performance Committee)	The first full evaluation of the revised Governance will be presented to Fire Authority in April 2007. Interim monitoring is as above with specific elements of performance scrutiny being undertaken by the respective committees.
§ Improved governance and working relationships between Members and Officers	In addition to the formal governance structures an informal member/officer seminar programme has been introduced. Meeting on a quarterly basis, Members and Strategic Officers meet to discuss relevant and specific issues affecting the Service.
§ Agreed and defined roles and responsibilities	Within the revised Governance clear roles and responsibilities, as well as terms of reference have been developed. A new member/officer protocol is being written which will define clear roles and responsibilities in terms of Member/Officer relationships.
§ Governance structure reflects national guidance	Key publications were referenced (see earlier comments) in the development of the revised Governance structure.
§ Skills identified and recorded and robust training arrangements for Members.	The TNA for Members and their specific roles within committees will take place in Autumn 2006. This follows the implementation of the revised governance and committee structures.
§ Clearer lines of responsibility, including a revised Members Handbook and revised protocol for Members allowances	See earlier comments relating to these issues.

§ Improved accountability

The revised Governance and committee structure will improved accountability at the highest level of the Authority. Members and Officers are engaged at the strategic level with all receiving information on key progress.

## Nottinghamshire CPA improvement plan November 2005 – June update

### THEME 4 PARTNERSHIP WORKING

Lead Member - Cllr Sybil Fielding  
Project Manager - Neil Colton

Aim - delivery of this improvement plan will ensure that there is robust mechanism manage partnerships across the service.

#### Key outcomes sought

- The successful management and evaluation of all partnerships
- Improved Members accountability for developing and managing our priorities

#### Key activities / actions involved

- Development of a corporate policy, procedures and strategy for partnership working rolled out to District level
- Development of a partnership evaluation toolkit
- Development of a partnership register
- Identification of best practice
- Development of a process to ensure that partnership working and partnership funding supports strategic objectives
- Development of a business case for entering into partnerships plus an exit strategy
- Establishment of on-going monitoring and evaluation procedures
- Implementation of partnership working training programme

#### Partnership opportunities

- § Working regionally or nationally to develop a partnership evaluation toolkit and business case template for entering into new partnerships.
- § Identifying best practice from other fire authorities and/or similar organisations

#### Links to existing plans/projects

- IRMP, Best Value Review of Partnerships

#### 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 is not 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 Action

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

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|--|--|
| § Develop corporate policy for partnerships  | The service undertook an comprehensive Best Value review of partnership working to assist in devising a clear way forward. The outcomes of this review have resulted in a draft policy being developed. This policy which also includes protocols for partnership engagement is currently being consulted on prior to implementation.          |
| § Develop evaluation toolkit to ascertain the benefits of the partnerships to the organisations corporate aims | In conjunction with the development of a partnership policy, a draft evaluation tool kit has also been developed. This is scheduled for consultation during July/August 2006.  |
| § Introduce partnership register   | Included within the Best Value Review and in conjunction with the partnership policy and process, the need for a partnership register was evident. This is currently in the first stage of implementation which covers identification and classification of all the partnerships the service is currently involved in.                         |
| § Identify best practice by carrying out research into how other organisations deal with partnerships          | The Best Value Review looked at 'best practice' approaches to partnership working. Some of the evidence has formed part of the policy development. This work has also been incorporated into the work around Local Area Agreements. This will ensure that best practice is disseminated to the local delivery groups.                          |
| § Develop process to ensure partnership working supports strategic objectives                                  | The Services Community Safety Plan (IRMP) is currently being updated for the period 2007-2010. Within this update will be the new Local Area Agreement which will form a key focus for the service objectives in the future. Within the draft policy document is guidance to ensure that the LAA and the services other objectives can be met. |
| § Develop partnership working business case template   | A business case template is part of the draft policy and was a finding within the Best Value review. This will be implemented following consultation.  |

- § Develop exit strategy so that the organisation can identify the most appropriate way to dissolve partnerships where and when required.
 

As with other areas of focus the need to develop an exit strategy protocol was a key finding of the review. This was therefore incorporated within the draft policy and will form part of the services future strategy.
- § Develop on going monitoring and evaluation procedures
 

Monitoring and evaluation will form a key part of the policy. The service will also introduce any targets into its performance management system so that progress can be maintained and any amendments made at the appropriate stage.
- § Implement training programme for all staff
 

An analysis of the training requirements is underway, which will then form part of a training strategy to ensure all personnel directly involved in partnership working have the appropriate knowledge and skills.
- § Implement new ways of working
 

The service has recently changed from a district working arrangements to a functional approach. A partnership manager is now a functional role within each of the 3 groups (North, City and South). This is supported by a Group Manager responsible for overseeing the development of our partnerships inline with the new policy and protocols.
- § Ensure appropriate use of funding for partnership working in support of strategic objectives
 

This is now an integral part of our work with the Local Area Agreement partners. In particular it deals with the use of pump priming cash for stretch targets and pooled funds where available. The Service has realigned its marketing and fundraising role to that of a community safety fundraiser to ensure closer a closer link with the strategic objectives. It is the intention of this realignment to ensure that community safety projects with partners receive appropriate funding from inception.
- § On going review of new arrangements
 

To be programmed within 12 months of the implementation of the policy and protocols. It will also be part of our overall performance management with regard to LAA and any other partnership. Key targets (as previously with the LPSA) will be part of the services performance management framework.