report

meeting	**NOTTINGHAM AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY**	
	POLICY & STRATEGY COMMITTEE	
date	**30 March 2007**	agenda item number

REPORT OF THE DEPUTY CHIEF FIRE OFFICER

PROGRESS FOR THE COMPREHENSIVE PERFORMANCE ASSESSMENT ACTION PLAN (NOVEMBER 2005)

1.   PURPOSE OF REPORT

To give Members an update regarding the progress made against the planned activities contained within the Comprehensive Performance Plan (CPA) Action Plan. This plan was created and agreed with the local auditors (Audit Commission) in November 2005.

2.   BACKGROUND

2.1   Nottinghamshire Fire & Rescue Service was subjected to a Comprehensive Performance Assessment led by the Audit Commission, culminating in a published performance report in March 2005. The possible scores available were ranged from poor to excellent. The auditors followed some thirty seven key lines of enquiry and five separate themed diagnostics. Nottinghamshire was assessed as Fair.

2.2   Taking into account the results of the published report (Fire CPA 2005), an improvement plan was presented to Members and discussed at a roundtable meeting with the local relationship manager and auditors. The action plan was deemed to be appropriate for the required improvements. Although the Audit Commission did state that a separate action plan was not required it was felt that the Service would be better able to track progress as the results of CPA had fallen outside the normal business planning timetable. Any subsequent improvement activities now form part of the annual planning process.

2.3   The action plan was constructed around four key improvement areas. These were performance management, people management, governance, management and partnerships.

3.   REPORT

3.1   The attached progress report gives a detailed breakdown of each element contained within the action plan under the four main headings (Appendix A). There are sixty action points across the four themes and of these thirty nine have been completed with the remainder contained within the next annual business plan.

3.2   It is expected that external scrutiny will continue following the lines of enquiry that have been used to determine the Direction of Travel, Use of Resources and Value for Money. At present it is considered unlikely that a full CPA assessment similar to the process of 2005 will be undertaken again. The results of the recent

assessment are due to be published on 5 April 2007. Any improvement activities required will be subsumed within future service plans.

4. FINANCIAL IMPLICATIONS

All financial implications for the improvement plan have been integrated within the normal business planning process, and form part of the overall budget for 2007/08.

5. PERSONNEL IMPLICATIONS

There are no additional personnel implications for Members to consider as a result of this progress report. Any specific issues arising during the planned improvements form part of the business plan and programme management processes now in place.

6. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment has not been carried out specifically in relation to this report. There are no additional equal opportunity implications for Members to consider as a result of this progress report. Any specific issues arising during the planned improvements form part of the business plan and programme management processes.

7. RISK MANAGEMENT IMPLICATIONS

Failure to implement the improvement activities agreed in the original action plan would leave the Authority open to criticism in any future assessment. It would also mean that the Service would be operating below the acceptable standard which would be reflected in any CPA judgements.

8. RECOMMENDATIONS

8.1 That Members consider the achievements made to date within the CPA Action Plan as detailed in the separate progress reports (Themes 1-4).

8.2 That Members champion and support future improvements through the new committee structures along with challenge and scrutiny to ensure service improvements are demonstrated.

9. BACKGROUND PAPERS FOR INSPECTION

None.

Frank Swann
DEPUTY CHIEF FIRE OFFICER

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Nottinghamshire CPA Improvement Plan November 2005 – March 2007 update

Lead Member - **Cllr Pat Lally**

THEME 1
PERFORMANCE MANAGEMENT

Project Manager - **ACFO Andy Beale**

Aims - the key tasks set out within this plan will ensure that we improve business risk management arrangements below strategic level, ensure that the assessment of senior management team performance is carried out against robust performance criteria, ensure that we put in place the key components of a performance management framework, strengthen programme management arrangements, ensure that target setting is SMART (specific, measurable, achievable, reviewed and time-bound), ensure that individual performance is monitored against the goals of the organisation and ensure that sickness absence is managed effectively.

Key outcomes sought

• Demonstrable improvements to business risk management systems and processes.

• A robust system for recording and measuring senior management team performance.

• That both local and national performance indicators are managed and monitored against the goals of the organisation resulting in real service delivery improvement.

§ Improved project management through more effective programme management arrangements.

Key activities / actions involved

Establishment of robust business risk management processes.

Development of performance management strategy and policy.

Establishment of local performance indicators.

• Development of a performance management culture (roll out of Performance Net).

A review of data processes and management information systems.

Implementation of front-end performance management software.

Communication of the key principles of performance management to all staff.

Improve the performance of our BVPIs followed by regular review.

Partnership Opportunities

- Working with the private sector to map and understand current data processes

- Work with partners or the private sector to implement new performance management front-end software.

- Work with partners to roll out and evaluate performance net.

- Working with partners to identify ways of measuring prevention initiatives.

Links to existing plans/projects

- IRMP Performance Management Strategy

Route map to improvement – Commencing November 2005

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: March 2007
§ Recruit Business Risk Manager and make improvements to the way the service manages its business and corporate risk.	The Service has recruited a risk manager who is responsible for developing the method of managing business and corporate risk. A policy for the management of business risk in has now been implemented. Control and management of service assets is now being coordinated by the new asset manager. **Action point complete**
§ Establish mandatory performance measures	BVPI performance is now communicated to all employees through the used of posters and the availability of the new performance management system (Views) on the intranet. The performance information is now available at both a corporate and local level. **Action point complete**
§ Improve Member/Senior Management awareness and involvement in performance management issues.	A Members Performance Committee has been put in place to specifically look at performance issues. The Committee receives a detailed BVPI report on a quarterly basis, which includes commentary from the Manager who owns the measure, if the indicator is over or under performing. Senior Managers now have access to Views so can access performance information on a regular basis. A quarterly reporting structure has been put in place where detailed BVPI reports go to the Performance and Co-ordination Team (PaCT) for scrutiny. The report includes feedback from BVPI owners detailing why the Service is performing well or not so well on the indicator. PaCT then presents the report to the Senior Management Team (SMT), who in turn present to the Performance Committee. **Action point complete – with additional ongoing support required**
§ Develop performance management strategy and policy	A performance management policy is now in place detailing the roles and responsibilities of managers. . An organisational restructure has provided a team consisting of three Station Managers, a Group Support Manager and a Group Manager to solely look at performance management issues. They will ensure that employees adhere to the policy and help embed performance management further into the organisation. **Action point complete**

§ Review structure for Best Value Reviews

Best Value Reviews into Partnerships and the provision of Special Services, including a separate, more specific, review into Road Traffic Collisions, were conducted in 2005/06. These reviews all complied with Best Value guidance. When the Service decides to conduct a review there is now a formal process in place that it will need to follow. PaCT will be key to the establishment of new review and if so project plans will need to be submitted to the Service Performance Team. The review will be monitored regularly to ensure progress is being made. Progress will be reported on a regular basis to both PaCT and SMT.

Within the new governance arrangements (Authority Structure) provision for Best Value Review Board has been made as part of the Performance Management Committee.

Action point complete

§ Roll out Performance Net

Performance Net is accessible across the organisation via the Intranet although it has not been supported as envisaged on the national forum. The Fire Service College was due to launch the product and set in the support structures from 14th February 2006.
Although a local review will be taking place this year this item has been completed.

Action point complete

§ Revise the local performance indicators

The Service Performance Team has been liaising with all Departments and Sections within the Service to produce a comprehensive suite of performance measures. Research has been undertaken to determine the appropriate local performance indicators. These will now be put in place for the business year 2007/08.

Action point complete – Local indicators to be implemented 2007/08

§ Best Value Targets set for specifically for fire will be cascaded where appropriate to different levels in the organisation. This will ensure accountability is at the right level.

BVPI targets have been cascaded to a District level. This creates ownership at the Corporate, Group and District locations. The target setting process commences in November each year, with PaCT agreeing the BVPI targets for the following three years. These are then presented to SMT and ratified by the Performance Committee. The corporate targets are then cascaded to local managers through the analysis of historical data and working with the managers to understand their local priorities. Once these are agreed with Managers, the targets are entered into Views so performance can be monitored at all levels of the organisation.

Action point complete

- § To specific, procure, install and implement a new a computer based reporting system for managers and stakeholders of service delivery.

A performance management software system has been purchased and implemented to provide local performance information. Throughout 2006 managers have started to use the information and provide the necessary feedback to allow for critical performance improvement decisions to be made.

Service Delivery BVPIs are reported at a Corporate, Group, District and Ward level, and some Corporate Health BVPIs, such as sickness absence, at a Corporate, Group, District, station, Watch. Data for the previous five years has also been entered to allow managers to analyse long term trends.   This will include the actions being taken to address poor performance, and allow for the sharing of best practice where performance has exceeded expectations.

The system is also available for all employees to view, via the intranet. Future developments for Views include the ability to view Local area Agreement (LAA) performance indicators, and a link to Map Reader to provide further analysis regarding performance. The system is intended to be rolled out, in full, to Watch Managers in April 2007.

Action point complete

- § Evaluate Performance Net

The evaluation of Performance Net is part of the 2007/2008 business plan and will be conducted by the Service Performance Team.

Action point contained within 2007/08 business plan

- § Develop methods for measuring prevention initiatives

The service is currently researching the most appropriate method of measuring the impact of prevention initiatives. Once in place the service will be better equipped to identify 'best practice' initiatives aimed at making the community safer.

Action point contained within 2007/08 business plan

- § Review Business Risk Management Progress

The review will be conducted 12 months following the implementation July 2006.

Action point contained within 2007/08 business plan

§ Improve the performance
of key BVPIs

Progress on Key BVPIs

The Service has made considerable improvement in respect of a number of BVPI's, most notably are:-

BVPI 142ii – Number of Primary fires per 10,000 population

January year-to-date shows an 8.8% decrease on the same period for 05/06. 14% decrease from 04/05 to 05/06, and 30% compared to 03/04

BVPI 142iii – Accidental dwelling fires per 10,000 dwellings

January 06/07 year-to-date shows a 4.5% decrease on the same period for 05/06. 1.8% decrease from 04/05 to 05/06. The number had remained steady from 02/03 to 04/05.

BVPI 143ii Injuries from accidental dwelling fires per 100,000 population

Huge decrease of 33% from 04/05 to 05/06, 42% compared to 03/04 and 51% compared to 02/03. Unfortunately, January 06/07 year-to-date shows a 14% increase on the same period in 05/06

BVPI 144 Percentage of accidental dwelling fires contained to room of origin

 Increase of 0.9% from 04/05 to 05/06. Unfortunately, January 06/07 year-to-date shows a 6.2% decrease on the same period in 05/06

BVPI 149i False alarms caused by automatic fire detection per 1,000 non-domestic properties

January year-to-date shows a 1.4% decrease on the same period for 05/06. 0.6% decrease from 04/05 to 05/06

BVPI 206i Deliberate primary fires, excluding vehicles, per 10,000 population

January 06/07 year-to-date shows a 9.5% decrease on the same period for 05/06. 12% decrease from 04/05 to 05/06 and 30% decrease compared to 03/04

BVPI 206ii Deliberate primary fires in vehicles, per 10,000 population

January year-to-date shows a 19.6% decrease on the same period for 05/06. 25% decrease from 04/05 to 05/06 and a 46% decrease compared to 03/04.

The performance indicators above were used for part of the recent Service Assessment. The Service was awarded a score of 4 (highest). This was added to the results of operational assessment (3) to give us an overall score of 4.

| § Communicate, sell and embed performance management across the organisation | The systems that have been implemented have helped to raise the awareness of the importance of performance management within Nottinghamshire Fire & Rescue Service. The Service Performance Team have presented to various groups to discuss performance management issues, including the Community Safety Team, District Performance & Change Managers, some Watches, PaCT, SMT and Members. A working group has been set up by the Service Performance Manager to understand the 'performance management culture' and how Nottinghamshire Fire & Rescue Service can get there. The sub-group of Best Value Family Group 4, includes Performance Managers from Essex, Leicestershire and Staffordshire, who will conduct desk research into the subject as well as visiting organisations where performance management is well embedded, such as Toyota. Research is also being conducted by the Service Performance Manager into how performance management frameworks, such as Balanced Scorecard and EFQM, can contribute towards a performance culture. **Although considerable progress has been made, such a significant issue requires the action point to be contained within 2007/08 business plan for ongoing developments.** |
| § Review success of strategy and policy | The new policy will be reviewed 12 months from its implementation date (July 06). **Action point contained within 2007/08 business plan.** |

§ To introduce a system of programme management to ensure that all projects undertaken by the service are managed effectively and contribute to the service aims and goals.

A programme management process has been developed within the Service. This will help us understand how we are progressing against key plans such as IRMP and the CPA action plan. All programmes and projects will be linked to the Corporate goals.

The system includes a process whereby any new project will be scrutinised by PaCT to understand if it feasible to carry out. The Project Manager will need to submit paperwork around Health and Safety implications, an equalities impact assessment, a risk analysis and a stakeholder analysis, to aid PaCT in the decision making process. If the project is given the go-ahead by PaCT, it will be monitored on a regular basis by the Service Performance Team, using a product linked to Views (Track). This will include regular feedback from the Project Manager. Progress will be reported to PaCT and SMT on a quarterly basis.

Once the project is completed a close and evaluation is required to allow for the sharing of best practice and organisational learning from projects that may not have progressed so well.

Action point completed

Nottinghamshire CPA Improvement Plan November 2005 – March 2007 update

**THEME 2
PEOPLE MANAGEMENT**

Lead - Cllr Brent
Member Charlesworth

Project - Peter Short
Manager

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

Key outcomes sought

- A robust 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.

- Robust methods for developing our staff.

Key activities / actions involved

- Implementation 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.

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

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: March 2007

Improvement Plan Item	Progress: March 2007
• Agree new PDR system and pro forma	Two page PDR systems introduced, however the actual number of reviews undertaken to date remains low as a proportion of the workforce. Information regarding the completion of reviews will be placed in the personnel database. The current system is being revised to ensure that it is fit for purpose. A key element of this revision is the ability to capture and deal with the learning requirements centrally. It will also double as an appraisal system and a means of assessing CPD where appropriate. **Action point in contained within the 2007/2008 business plan**
• Agree learning and development and workplace assessment strategies.	For Wholetime Firefighter, Crew and Watch Manager the NVQ is in place for new appointees at each level. The January 2007 intake of retained Firefighters will also form part of this process. For roles above Watch Manager a system of line manager assessment has been developed along with the associated training. A system for the maintenance of operational competence up to watch manager has been developed and is being trialled at Ashfield and Stockhill Fire Stations. **Action point in contained within the 2007/2008 business plan**
• Establish workplace assessor team and resources	A team of three assessors have now been appointed to work with the assessment coordinator. To support the assessment process in its infancy additional assistance is being provided by individual partners on a contractual basis. The NVQ Assessment Centre has recently undergone a re-evaluation of its systems and procedures and has achieved a grade A for the first time. **Action point complete.**
• Agree staff required for ADCs	Staff have been and trained to assist in the regional assessment and development exercises. **Action point complete although ongoing support is required**

- Commence implementation of workplace assessor training

Workplace assessors have been trained with ongoing support and further development scheduled this year.

Action point complete.

- Fully align HR Strategy to HR Policies and IPDS

The HR strategy has not been reviewed. The existing strategy was available to the CPA team in 2005. It must be aligned with the community safety plan, HR policies and take the elements of the Integrated Personal Development System.

Action point in contained within the 2007/2008 business plan

- Implement level 1 Assessment Development Centre project plan

The region has undertaken supervisory level assessments.

A review took place after the first six months as per East Midlands project team plan. Some minor amendments were made as result of the review and the East Midlands have now been deemed as 'best practice' by the national assessment unit based at the Fire Service College.

Action point complete.

- Roll out of PDR system plus implementation

An external training provider was used to provide training for managers undertaking reviews.

(This item has been part of the following plans to date – IRMP 1&2 pay verification 1&2 and the CPA action plan)

Action point in contained within the 2007/2008 business plan

- Review methods for managing sickness absence

PaCT now receives absence reports and reviews the management of absence.

PaCT has set up a sub group to review the current arrangements for attendance management. This will not take into account any partnership scheme such as FirstCare.

Action point contained within the 2007/2008 business plan

- Ensure sustainability to implement levels 2-4 of ADCs

A regional assessment and development event has been held during 2005 (ADC level 3)

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

Level 4 will now be undertaken at a national level.

Action point complete and will form part of the regional / national approach

- Implement new methods for managing sickness absence and commence regular monitoring

FirstCare partnership is in place and due to be reviewed as part of the recommendations made by PriceWaterhouseCoopers.

Action point contained within the 2007/2008 business plan

- 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)

In both indicators the service will not meet its target.
Action point contained within the 2007/2008 business plan

- Evaluate success of PDR system

Action point contained within the 2007/2008 business plan

- Review methods to ensure workforce reflects the community profile

A review of the positive actions undertaken taken to date is planned as part of the equality work being undertaken this year in pursuance of a higher grade in the local government scheme.

Action point contained within the 2007/2008 business plan

- Implement previously agreed workplace assessor quality assurance methodology

Apart from the National Vocational Qualification structure the quality assurance of workplace assessment does not form part of any strategy. The development of a workplace assessment strategy will incorporate a quality assurance methodology.

Action point contained within the 2007/2008 business plan

**Nottinghamshire CPA Improvement Plan
November 2005 – March 2007 update**

**THEME 3
GOVERNANCE AND MANAGEMENT**

Lead Member - **Cllr Pat Lally**

Project Manager - **DCFO 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: March 2007
§ Recruit Business Risk Manager and implement system	Following work through a sub-committee of the Fire & Rescue Authority a new committee structure was agreed and implemented in March 2006. Governance is now delivered through a structure that improves member/officer engagement at an accountable level. **Action point completed**
§ 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. **Action point completed**
§ Review in light of new governance guidance issued by Audit Commission	The revised governance has been developed in conjunction with the following publications:- § The Good Governance Standard for Public Services (the Independent Commission on Good Governance in Public Services). § Corporate Governance (Audit Commission) § Good Governance in Local Government (SOLACE). **Action point completed**
§ 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 Spring 2007 following the embedding of the new structure. **Action point to be complete in partnership with the Improvement and Development Agency IDeA**
§ Develop individual Member training plans, sign off and monitor	Individual PDP for Members will follow the full TNA which is commencing during Spring 2007. **Action point is part of the 2007/2008 business plan**
§ 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. **Action point completed**

§ 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.

Action point completed

§ 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.

Action point completed

§ Implement new arrangements

All new arrangements with the exception of the next phase (full TNA) have been implemented.

Action point completed

§ 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, DCFO.

Action point completed

§ Full evaluation of new governance arrangements (Performance Committee)

The first full evaluation of the revised Governance was presented to the Fire Authority in Feb 2007. Further interim monitoring is as above with specific elements of performance scrutiny being undertaken by the respective committees.

Action point completed

§ 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.

Action point completed

§ 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.

Action point completed

§ Governance structure reflects national guidance

Key publications were referenced (see earlier comments) in the development of the revised Governance structure.

Action point completed

§ Skills identified and recorded and robust training arrangements for Members.

The TNA for Members and their specific roles within committees will take place in Spring 2007. This follows the implementation of the revised governance and committee structures.

Action point to be completed as part of the 2007/2008 business plan

§ Clearer lines of responsibility, including a revised Members Handbook and revised protocol for Members allowances

See earlier comments relating to these issues.

Action point completed

§ Improved accountability

The revised Governance and committee structure has 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.

Action point completed

Nottinghamshire CPA Improvement Plan November 2005 – March 2007 update	Lead Member	-	Cllr Sybil Fielding
THEME 4 PARTNERSHIP WORKING	Project Manager	-	DCFO Dave Horton

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: March 2007
§ Develop corporate policy for partnerships	The service undertook a 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. **Action point complete.**
§ Develop evaluation toolkit to ascertain the benefits of the partnerships to the organisations corporate aims	In conjunction with the partnership policy, a draft evaluation tool kit has also been developed. This will be used by PaCT who has now been made responsible for maintaining the register of partnerships. **Action point complete.**
§ 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. The register will cover the identification and classification of all the partnerships the service is currently involved in. The Performance and Co-ordination Team have taken responsibility for maintaining the partnerships register. **Action point complete although full implementation of the register is now part of the 2007/2008 business plan.**
§ 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. **Action point complete.**
§ Develop process to ensure partnership working supports strategic objectives	The Services Community Safety Plan (IRMP) has been updated for the period 2007-2010. Within this update the new Local Area Agreement forms a key focus for the service objectives in the future. Within the partnership policy document there is guidance to ensure that the LAA and the services other objectives can be met. **Action point complete.**

- 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 form part of the process for the formal arrangements made for partnerships.

Action point complete.

- 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 policy and now forms part of the services future strategy.

Action point complete.

- Develop on going monitoring and evaluation procedures

Monitoring and evaluation is 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.

Action point complete.

- 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.

Action point is contained within the 2007/2008 business plan.

- 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.

Any formal partnership proposal will now be submitted to PaCT for scrutiny (compliance, evaluation methods, finance, exit strategies and performance management).
Once satisfied the proposal will be presented to SMT for sanctioning.
Action point completed although it will form part of the 2007/2008 business plan.

| § | 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.

Action point completed |
| § | 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.

Action point to be completed as part of the 2007/2008 business plan |