

**AGENDA MANAGEMENT SHEET**

<b>Name of Committee</b>	Cabinet
<b>Date of Committee</b>	8 <sup>th</sup> December 2005
<b>Report Title</b>	<b>Fire and Rescue Authority Comprehensive Performance Assessment (CPA) – Improvement Plan</b>
<b>Summary</b>	A report for members detailing Warwickshire Fire and Rescue Authority's CPA Improvement Plan following the 2005 assessment by the Audit Commission. The Improvement Plan was endorsed at the round-table discussion meeting on 7th October 2005.
<b>For further information Please contact:</b>	Balbir Singh Policy and Planning Officer  Tel: 01926423231 <a href="mailto:balbirsingh@warwickshire.gov.uk">balbirsingh@warwickshire.gov.uk</a>
<b>Would the recommended decision be contrary to the Budget and Policy Framework?</b>	No.
<b>Background papers</b>	Cabinet 13 <sup>th</sup> January 2005: Fire and Rescue Service Comprehensive Performance Assessment (CPA).  Fire and Rescue Service Circular 13-2005: Improvement Planning Guidance for Fire and Rescue Authorities in England – March 2005.  Audit Commission: Guidance on reporting the outcomes of CPA for fire and rescue authorities – June 2005.  Community Safety Overview and Scrutiny 13 <sup>th</sup> September 2005: Fire and Rescue Service Comprehensive Performance Assessment (CPA) – Update
<b>Appendices:</b>	Appendix 1 - CPA Improvement Plan

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- |                          |                                     |  |
|--------------------------|-------------------------------------|--|
| Other Committees         | <input type="checkbox"/>            |  |
| Local Member(s)          | <input type="checkbox"/>            |  |
| Other Elected Members    | <input checked="" type="checkbox"/> | Cllr John Haynes, Cllr Dave Shilton                      |
| Cabinet Member           | <input checked="" type="checkbox"/> | Cllr Richard Hobbs                                       |
| Chief Executive          | <input type="checkbox"/>            |  |
| Legal                    | <input checked="" type="checkbox"/> | Greta Needham  |
| Finance                  | <input checked="" type="checkbox"/> | Oliver Winters   |
| Other Chief Officers     | <input type="checkbox"/>            |  |
| District Councils        | <input type="checkbox"/>            |  |
| Health Authority         | <input type="checkbox"/>            |  |
| Police                   | <input type="checkbox"/>            |  |
| Other Bodies/Individuals | <input checked="" type="checkbox"/> | CPA Round Table Discussion 7 <sup>th</sup> October 2005. |

**FINAL DECISION:** Yes

**SUGGESTED NEXT STEPS:**

Details to be specified

- |   |                          |
|---|--------------------------|
| Further consideration by this Committee | <input type="checkbox"/> |
| To Council                              | <input type="checkbox"/> |
| To Cabinet                              | <input type="checkbox"/> |
| To an O & S Committee                   | <input type="checkbox"/> |
| To an Area Committee                    | <input type="checkbox"/> |
| Further Consultation                    | <input type="checkbox"/> |

## Cabinet

8<sup>th</sup> December 2005

### Fire and Rescue Authority Comprehensive Performance Assessment (CPA) – Improvement Plan

#### Report of the County Fire Officer

##### Recommendation

For Members to note the report and approve Warwickshire Fire and Rescue Authority's CPA Improvement Plan.

#### 1.0 Introduction

- 1.1 The Audit Commission led the CPA assessment for Warwickshire Fire and Rescue Authority between 21<sup>st</sup> and 27<sup>th</sup> April 2005, this followed a peer review exercise in March 2005. The assessment team delivered a presentation to the Fire and Rescue Authority prior to their departure on 27<sup>th</sup> April 2005, outlining the key strengths and areas for improvement.
- 1.2 Following the CPA assessment site visit, the draft report for Warwickshire Fire and Rescue Authority was issued for consideration on 6<sup>th</sup> June 2005. A period of 10 days was allowed to review the draft report and to make any feedback. A detailed response was prepared and sent to the Audit Commission, together with additional evidence. This led to a meeting on the 23<sup>rd</sup> June 2005 with the Audit Commission Team Leader to agree the contents and challenge some elements of the final report. Whilst the overall score did not change, the rating for one of the Key Lines of Enquiry (KLOE) was upgraded and the report changed to accurately reflect the position of the Fire and Rescue Authority.

#### 2.0 Reporting CPA Outcomes

- 2.1 In June 2005, the Audit Commission issued a paper titled '*Guidance on reporting the outcomes of CPA for Fire and Rescue Authorities.*' This guidance note made it quite clear that the scores for all Fire and Rescue Authorities taking part in the CPA would be released on 28<sup>th</sup> July 2005.
- 2.2 It was pleasing to announce on 28<sup>th</sup> July 2005 that Warwickshire Fire and Rescue Authority achieved a Good score and now ranks amongst the high performing Fire and Rescue Authorities in the country. The analysis by score band is provided overleaf:

<b>CPA Score</b>	<b>No. Fire and Rescue Authorities</b>
Excellent	2
Good	20
Fair	18
Weak	5
Poor	2
<b>Total</b>	<b>47</b>

### 3.0 CPA Improvement Plan

- 3.1 The CPA Improvement Plan published in the 2005/06 Service Plan has been refined based on the feedback during the assessment process and during subsequent discussions with Managers, the Audit Commission and the Business Change Manager from the Government Office for the West Midlands (GOWM) – [Appendix 1]. In addition, a partnership approach has been adopted to deliver the work set out in the CPA Improvement Plan. For example, the work on Medium Term Financial Planning and identifying Efficiency Gains has involved WCC Treasurers, West Midlands Regional Management Board (RMB) and the Office of the Deputy Prime Minister (ODPM).
- 3.2 At the round table discussion meeting held on 7<sup>th</sup> October 2005, the CPA Improvement Plan was presented and approved by key stakeholders as per the table below.

<b>Round Table Discussion: attendees</b>	
<b>Internal</b>	<b>External</b>
County Fire Officer - Chair	Business Change Manager
Policy Board	Audit Commission - Team Leader
Chief Executive	Her Majesty's Fire Service Inspectorate
Chair of the Fire and Rescue Authority	County Council External Auditor
County Treasurer	

- 3.3 The primary purpose of the round table discussion was to discuss improvement priorities and capacity building needs. The outcome of this discussion was that there is an opportunity to access funds to support capacity building needs. However, bids have to be submitted to the GOWM by more than one Local/Fire Authority. Most of the key improvement areas identified during the CPA assessment form part of the 2005/06 Service Plan. Some elements (e.g. Service and Financial Planning) will be incorporated within the County's CPA improvement plan. The remaining objectives will be programmed within the existing service planning and performance management arrangements of the Service.

**William Brown**  
**County Fire Officer**

Shire Hall  
Warwick  
Date 16<sup>th</sup> November 2005

WARWICKSHIRE FIRE AND RESCUE AUTHORITY - CPA IMPROVEMENT PLAN 2005/06

Objective	Measure(s) of Success	Key Colleagues / Partners	Responsible Owner (Priority)	Resources	How this Objective moves the Service forward
<b>Leadership and Priorities</b>					
Increasing and developing community contacts to support the implementation of the Integrated Risk Management Plan by facilitating access to the 'hard to reach groups' by January 2006	<ul style="list-style-type: none"> <li>• Links made with the Area Risk Teams</li> <li>• Assessment of target group needs to support Service Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Local representative organisations</li> <li>• Area Risk Teams</li> <li>• Regional partners</li> </ul>	Equality and Diversity Adviser (Medium)	<ul style="list-style-type: none"> <li>• Staff resources</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging more widely with the people of Warwickshire will ensure that the Service embraces diversity in promoting fire safety and risk reduction</li> <li>• Goals 1 and 4</li> <li>• CPA para' 24, 27 and 35</li> </ul>
To improve the Fire Authority's engagement and links with Local Strategic Partnerships (LSPs) following the review of LSPs commissioned by the County Council. Target date: March 2006.	Fire Authority objectives linked to local needs and community strategies	<ul style="list-style-type: none"> <li>• County Fire Officer</li> <li>• WCC – Chief Executives</li> <li>• Warwickshire Strategic Partnership</li> </ul>	Principal Risk Reduction Officer (High)	Staff resources	<ul style="list-style-type: none"> <li>• Effective LSPs in place to deliver the aims and objectives of the Fire Authority</li> <li>• Goal 1</li> <li>• CPA para' 28</li> </ul>

<b>A Balanced Strategy</b>					
To develop and implement a Diversity training programme for all staff by October 2005.	Training programme agreed and implanted as part of the Fire Authority training prospectus	<ul style="list-style-type: none"> <li>External training provider</li> <li>WFRS Training and Development centre</li> </ul>	Human Resources Manager  (High)	<ul style="list-style-type: none"> <li>Staff resources</li> <li>Training budget</li> </ul>	<ul style="list-style-type: none"> <li>Support service delivery to diverse groups</li> <li>Goal 4</li> <li>CPA para' 36 and 62</li> </ul>
<b>Capacity : Governance and Management</b>					
Introduce formal succession planning arrangements by March 2006.	Succession planning arrangements in place to ensure relevant information and knowledge is retained within the Fire Authority.	<ul style="list-style-type: none"> <li>WCC Human Resources</li> <li>West Midlands Regional Management Board</li> </ul>	Human Resources Manager  (High)	Staff resources	<ul style="list-style-type: none"> <li>Relevant information and knowledge is retained within the Fire Authority</li> <li>Goal 3</li> <li>CPA para' 40</li> </ul>
<b>Capacity : Resources and Value For Money</b>					
Develop medium term financial planning by March 2006.	Development of a financial plan that projects budgets for up to 3 years.	<ul style="list-style-type: none"> <li>Financial Services</li> <li>Policy Board</li> <li>Cost Centre Managers</li> <li>WCC Treasurers Dept</li> <li>Regional Management Board</li> </ul>	Financial Services Manager  (High)	Staff resources	<ul style="list-style-type: none"> <li>Enables the Service to proactively rather than reactively manage its resources.</li> <li>Goal 5</li> <li>CPA para' 48</li> </ul>

<p>Develop a process to facilitate the identification and monitoring of efficiency savings by December 2005.</p>	<p>Implementation of a formal process that facilitates the identification and tracking of efficiency savings</p>	<ul style="list-style-type: none"> <li>• Financial Services</li> <li>• Cost Centre Managers</li> <li>• Policy Board</li> <li>• WCC Treasurers Dept</li> <li>• Regional Management Board</li> <li>• Business Development Officer</li> </ul>	<p>Financial Services Manager</p> <p>(High)</p>	<p>Staff resources</p>	<ul style="list-style-type: none"> <li>• Demonstrates that the Service is working proactively to identify efficiencies and ensure best value</li> <li>• Efficiency savings identified and quantified systematically</li> <li>• Goal 5</li> <li>• CPA paragraph 48, 50 and 78</li> </ul>
<p>To ensure the Service Plan 2006/07 is costed in line with the outcomes from the work of the Corporate Policy Reference Group. Target date : April 2006.</p>	<p>Service Plan 2006/07 produced and includes costs for all sub-plans</p>	<ul style="list-style-type: none"> <li>• WCC – Chief Exec's</li> <li>• WCC – Treasurers</li> <li>• WCC – Corporate Policy Reference Group</li> </ul>	<p>Policy and Planning Officer</p> <p>(High)</p>	<p>Staff resources</p>	<ul style="list-style-type: none"> <li>• All key plans funded and therefore mitigate the risk of non-delivery</li> <li>• Goals 1 – 7</li> <li>• CPA para' 30, 49</li> </ul>
<p>To develop a Procurement Strategy for the Fire Authority so that targeted efficiency gains can be realised. Target Date: March 2006.</p>	<p>Procurement Strategy developed and implemented to realise targeted efficiency gains</p>	<ul style="list-style-type: none"> <li>• WCC – Procurement Unit</li> <li>• West Midlands Regional Management Board</li> <li>• FireBuy</li> <li>• Fire Service Procurement Association (FSPA)</li> </ul>	<p>Assistant Chief Fire Officer</p> <p>(High)</p>	<p>Staff resources</p>	<ul style="list-style-type: none"> <li>• Efficiency savings identified and quantified systematically</li> <li>• Goal 5</li> <li>• CPA para' 53</li> </ul>

<p><b>To assist Service Delivery via enhanced and planned Partnership Working</b></p> <p><b>April 2006</b></p>	<ul style="list-style-type: none"> <li>• Partnership strategy and guidance produced</li> <li>• Number of key partnerships identified</li> <li>• Improved EFQM and CPA score</li> <li>• Share information / best practice</li> <li>• Partnerships resourced</li> </ul>	<ul style="list-style-type: none"> <li>• Area Risk Teams</li> <li>• Departmental Heads</li> <li>• Other Fire and Rescue Services</li> <li>• External Partners/WCC</li> </ul>	<p>Business Development Officer</p> <p>(High)</p>	<ul style="list-style-type: none"> <li>• Staff time and commitment</li> </ul>	<ul style="list-style-type: none"> <li>• WFRS higher on partnership agendas</li> <li>• Improved networking and partnership skills across WFRS</li> <li>• Improved / structured processes</li> <li>• Meet requirements of the Fire and Rescue Services act 2004</li> <li>• Assists Service in achieving improved CPA and EFQM scores</li> <li>• CPA para' 55</li> </ul>
<p><b>Capacity : People</b></p>					
<p>To develop a Human Resources (HR) Strategy for the Fire Authority by March 2006.</p>	<p>Strategic approach for HR defined</p>	<ul style="list-style-type: none"> <li>• WCC Human Resources</li> <li>• West Midlands Regional Management Board</li> </ul>	<p>Human Resources Manager</p> <p>(High)</p>	<p>Staff resources</p>	<ul style="list-style-type: none"> <li>• HR Strategy supports the work of the Fire Authority</li> <li>• Goals 3 and 4</li> <li>• CPA para' 61</li> </ul>



<p><b>Review and revise the 42 hour and Day Crewing duty systems in response to the need to provide a more flexible and equitable service to the community.</b></p> <p><b>Target Date: March 2006</b></p>	<ul style="list-style-type: none"> <li>• Report to Policy Board</li> <li>• A duty system that satisfies the identified critical success factors</li> <li>• Project Initiation Document produced and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Manager</li> <li>• PRRO</li> <li>• Financial Services Manager (FSM)</li> <li>• Policy Development Implementation Group (PDIG)</li> <li>• Neighbouring Fire Services</li> <li>• Regional Management Boards</li> </ul>	<p>Deputy County Fire Officer (DCFO)</p> <p>(High)</p>	<ul style="list-style-type: none"> <li>• IRMP Budget</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to the realisation of benefits to the community from the IRMP</li> <li>• <b>Strategic Goals 2, 4, 5 and 7</b></li> <li>• CPA para' 31, 63</li> </ul>
<p><b>To identify and evaluate alternative pay structures for Firefighters on the retained duty system and produce a business case for changes to the existing system.</b></p> <p>Target Date: March 2006</p>	<ul style="list-style-type: none"> <li>• Report to Policy Board</li> <li>• A pay structure that satisfies the identified critical success factors</li> <li>• Project Initiation Document produced and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Manager (HRM)</li> <li>• PRRO</li> <li>• FSM</li> <li>• PDIG</li> <li>• Neighbouring Fire and Rescue Services</li> <li>• Regional Management Boards</li> </ul>	<p>DCFO</p> <p>(High)</p>	<ul style="list-style-type: none"> <li>• IRMP Budget</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to the realisation of benefits to the community from the IRMP</li> <li>• <b>Strategic Goals 2, 4, 5 and 7</b></li> <li>• CPA para' 31, 63</li> </ul>

<b>Performance Management</b>					
<p>To re-launch the Risk Management Group (RMG) during 2005/06 to deliver effective risk management, and embed a risk management culture within the Service.</p> <p>Date: March 2006.</p>	<p>RMG re-launched to deliver effective risk management to support the work of the Fire Authority</p>	<ul style="list-style-type: none"> <li>WCC – Corporate Risk Management Group</li> </ul>	<p>Policy and Planning Officer</p> <p>(High)</p>	<p>Staff resources</p>	<ul style="list-style-type: none"> <li>All business risks systematically identified and addressed</li> <li>Goals 1 - 7</li> <li>CPA para' 69</li> </ul>
<p>To review the existing staff appraisal scheme and introduce a revised system that links to the key aims and objectives of the Fire Authority by March 2006, for implementation during 2006/07.</p>	<p>All staff appraisals completed and linked to the Fire Authority's aims and objectives</p>	<ul style="list-style-type: none"> <li>WCC Human Resources</li> <li>West Midlands Regional Management Board</li> </ul>	<p>Human Resources Manager</p> <p>(Medium)</p>	<p>Staff resources</p>	<ul style="list-style-type: none"> <li>Staff appraisal scheme linked to the performance management framework of the Fire Authority</li> <li>Goals 3 and 4</li> <li>CPA para' 70</li> </ul>
<b>Achievement of Objectives</b>					
<p>To implement the revised AFA response policy during 2005/06 and monitor performance to reduce the number of false alarms caused by fire detection apparatus per 1,000 non-domestic properties.</p> <p>Target Date: March 2006</p>	<p>Performance to be monitored monthly and through the work of Performance Review Group (PRG)</p>		<p>Principal Risk Reduction Officer</p> <p>(High)</p>		<ul style="list-style-type: none"> <li>CPA para' 72 and 87</li> </ul>

<b>Achievement of Improvement</b>					
To undertake monthly monitoring and analysis of the total number of fire calls and injuries from accidental dwelling fires and implement measures as appropriate to improve results.	Performance to be monitored monthly and through the work of Performance Review Group (PRG)		Principal Risk Reduction Officer  (High)		<ul style="list-style-type: none"> <li>• CPA para' 86</li> </ul>
Percentage satisfaction from Service users and non users as reported in the Best Value Users Satisfaction Survey(BVUSS)  Target 65%					CPA para' 91
<b>Future Plans</b>					
To develop the 2006 - 16 Strategic Plan for the Fire Authority by December 2006.	Fire Authority's 10 year vision defined	<ul style="list-style-type: none"> <li>• WCC – Chief Exec's</li> <li>• Other Fire and Rescue Authorities</li> <li>• West Midlands Regional Management Board</li> </ul>	Policy and Planning Officer  (Medium)	Staff resources	<ul style="list-style-type: none"> <li>• Specify the longer term objectives of the Fire Authority</li> <li>• Goals 1 – 7</li> <li>• CPA para' 95</li> </ul>

## **Non Priorities**

### **Paragraph 59**

To ensure that members are suitably briefed about the work of the FRA. This will be achieved through:

- The corporate induction programme for new members
- Regular briefings to the IRMP policy panel, Community Safety Overview and Scrutiny Committee (CSOSC) and the 5 Area Committees.
- Existing channels of communication put in place by WCC Committee Services for members.

### **Key:**

Text in blue denotes project is included in the Service Plan 2005/06