

**AWDURDOD TÂN AC ACHUB CANOLBARTH A GORLLEWIN
CYMRU**



MID AND WEST WALES FIRE AND RESCUE AUTHORITY

**COFNODION CYFARFOD Y PWYLLGOR
ADOLYGU PERFFORMIAD A PHOLISI
MINUTES OF THE PERFORMANCE AND
POLICY REVIEW COMMITTEE**

**DYDD LLUN, 28 CHWEFROR 2005
MONDAY, 28 FEBRUARY 2005**

**PENCADLYS Y GWASANAETH TÂN
HEOL LLWYN PISGWYDD, CAERFYRDDIN
FIRE SERVICE HEADQUARTERS,
LIME GROVE AVENUE, CARMARTHEN**

PRESENOLDEB/ATTENDANCE

Presennol yn y Cyfarfod/Present at Meeting:

CADEIRYDD/CHAIRMAN: Mrs F M Jones

IS-GADEIRYDD/VICE CHAIRMAN: Mrs P Spender

AELODAU/MEMBERS: Cyng/Cllrs: JJJ Davies, T E Evans,
D R James, C Morgan, Mrs C Philpott,
D C Prothero, J D A Thompson

1 PERSONAL MATTERS

The Chairman made reference to the recent death of Service Chaplain, the Reverend Robert Morgan, and Members spoke of the sincere and genuine contribution he had made during his time with the Service.

Committee stood as a mark of respect. It was noted that a letter of condolence had been sent to Reverend Morgan's family on behalf of the Authority.

2 DECLARATION BY MEMBERS OF ANY PERSONAL INTEREST

None were declared

3 TO RECEIVE AND CONSIDER THE MINUTES OF THE MEETING HELD ON 10TH JANUARY 2005.

The minutes of the meeting held on 10th January 2005 were received and confirmed as a true record.

4 TO RECEIVE AND CONSIDER THE QUARTERLY PERFORMANCE MANAGEMENT REPORT

The latest available quarterly return for the period April to December 2004, which identified the service's performance against national Performance Indicators, was received for consideration.

The Performance Management figures showed pleasing improvements had continued to be made across the board and where there were possible areas of concern, it was noted that the Authority's performance in general represented that of the family group average.

RESOLUTION

It was RESOLVED that

The Service Performance Management Report was received and noted

5 TO CONSIDER A REPORT ON THE DEVELOPMENT OF THE PERFORMANCE MANAGEMENT FRAMEWORK

Committee received a report on the new Performance Management Framework which had recently been developed by the Service. The report provided an introduction to members of the new Framework, which would shortly form the basis of a revised Performance Management process and methodology that the Service would be subject to under the Wales Programme for Improvement. Members were aware that performance was currently measured against National Performance Indicators, in the form of the Best Value Performance Indicators (BVPI). These relied upon internal audit to study and report on performance, whilst external audit was undertaken by the Audit Commission in Wales (ACiW) during their annual audit of the Service Best Value Performance

& Business Plan.

For a number of years, senior Service managers had recommended that the Service developed its own internal Key Performance Indicators (KPI's), to measure performance on a local level. The ACiW had recently reinforced this view in the recommendations contained within the audit report of the Service Best Value Performance & Business Plan.

In order to ensure that the Service delivered the requirements of the fire & rescue service modernisation agenda and that statutory requirements were met, external consultants Alexander Consulting had been appointed to assist with the development of a robust Performance Management Framework (PMF). The new PMF would serve to assist the Service with not only satisfying the statutory auditors, but also in demonstrating a tangible difference in the way the Service monitored performance across the board. A programme of strategic workshops had taken place over a six months period to a project team of senior managers, including County Commanders, Department Heads and Principal Officers. These had been followed by a series of strategy implementation workshops for delivery teams.

As an integral part of the Performance Management Framework process, Seniors Managers had developed a new Vision, Mission and Objectives, which prioritised the effective delivery of Services in accordance with the aim of the modernisation agenda. The programme would deliver a new strategy for the service to underpin the IRMP that clearly set out to everyone in the service what mattered at both strategic and operational levels.

It was noted that once the initial phase of the change programme had been completed, a performance management software package would be procured which would allow effective monitoring and reporting performance against the expected strategic and service outcomes. The computer software would allow Service Managers at all levels to remotely access the relevant data on the performance of the KPI's and the BVPI's. Access to the PMF would allow under-performance to be identified very early on and subsequent remedial action to be taken. As work progressed with the introduction of the new IT software system, further updated reports would be brought to the Policy and Performance Review Committee. Members asked that a workshop and presentation be arranged to explain the new framework in greater depth.

RESOLUTION

It was RESOLVED that

- i) The Report be received and noted***
- ii) A workshop and presentation to explain the Performance Management Framework in more detail to be arranged for Members***

6 TO RECEIVE AN UPDATED REPORT ON THE STRATEGIC REVIEW OF THE TRAINING AND DEVELOPMENT DEPARTMENT

Members were aware that the review of the training and development department commenced in November last year and was due to report, in line with the project plan, in June. Special arrangements had been made to facilitate this review with regard to staffing levels within the Training and Development Department. Some key members of the project team had reported sick, however, and their absence was likely to be in the order of months. Another officer within the department was also on long term sick leave.

In view of this, and the workload in the Training and Development Department in progressing an already heavy workload, including the IPDS, it was agreed that this particular strategic review be postponed for the time being.

RESOLUTION

It was RESOLVED that

- i) The Strategic Review of Training in its present form be halted and the Staff Development Department be allowed to inform the Service on the way forward on the majority of training issues. Members to receive an update in four months time*
- ii) That some key areas be reviewed as small independent reviews by members of the Training Delivery Department.*
- iii) The outcomes of the above work to be scrutinised by the Service's Strategic IPDS Group and reports made to P&PR Committee.*

7 TO RECEIVE AN UPDATED REPORT ON THE REVIEW OF THE FINANCE AND ADMINISTRATION DEPARTMENTS

During the early stages of the review of the Finance and Administration departments, it had become apparent that the original terms of reference and scope of the review were insufficient to accommodate a comprehensive review of those areas necessary. No account, for example, had been taken of the recent changes to the budgetary process in devolving this down to lower levels within the organisation. This change had only just taken place and it agreed that it would be prudent to allow this to become established before any conclusions were drawn. Likewise, no account had been taken of the current contracted arrangements with Carmarthenshire County Council for the provision of some financial services and it was considered that this would need to be included also.

RESOLUTION

It was RESOLVED that

The reporting period be extended and a report be brought to the P & PR Committee by the end of the year.

8 TO CONSIDER A REPORT ON THE FUTURE RELATIONSHIP OF THE LGA AND THE WLGA

Members recalled that at meetings of the Authority held last year in March and May, update reports had been received on the review of the relationship between the WLGA and LGA. Discussions between the LGA and WLGA had now been concluded and a new Welsh Corporate Membership had been agreed with the LGA. A report which sets out the key components of the new arrangements would be considered by the WLGA Council at its meeting on the 25th February

It was noted that the new membership with the LGA would attract a reduced subscription fee to the LGA; a Service Level Agreement governing specific lobbying and representation on non-devolved policy areas and full access to LGA events, information products and publications. The report set out the areas that would be covered by the SLA and included the development of national initiatives in the Fire and Rescue Service. The new Welsh corporate membership would naturally result in reduced voting rights although Welsh members would retain the right to vote on the Chair, Vice Chair and Deputy Chair. Savings made from LGA Membership would be reinvested in the WLGA to enhance and expand services covering Westminster and Cardiff based functions. A comparison between the Membership options was set out for Member's information.

In view of the devolvement of policy responsibility for the Fire and Rescue Service in Wales to the National Assembly for Wales, Members considered that there was a need to consolidate and strengthen its relationship with the WLGA. Whilst the current relationship with both the LGA and WLGA had served the Authority well, there was now possibly a need to re-focus on how the interests of this Authority could be better met. For example, the WLGA was probably better placed to lobby on behalf of the Fire and Rescue Service with the Welsh Assembly Government. Similarly the WLGA would ensure a better awareness within Welsh Local Government of the specific issues facing Welsh Fire and Rescue Services. In mainstreaming the Service within the broader local government family the WLGA might also be able to assist in this process.

It was reported that if the Authority were to agree to the new arrangements, direct linkages into the LGA would be maintained and it was envisaged that the Authority would retain its membership of the LGA Fire Forum and therefore the valued relationship developed since 1996. Attendance at the LGA Fire Forum would enable an Authority representative to meet with Authorities in England in a discussion forum thereby maintaining a tangible link with the development of the fire and rescue agenda in England. Membership could also be reviewed on

an annual basis.

RESOLUTION

It was RESOLVED that

- i) The new membership arrangements be adopted***
- ii) The arrangements to be reviewed in twelve months.***