

Fire Peer Challenge 2012 – Action Plan

OPA Focus Themes	Challenges	Action	How delivered	Issues	Timescale
Plans for the future	Creating a coherent picture of the future Service for staff and members	Continue to develop robust and timely communications creating a shared picture of the future.	Member Planning Days and Management Briefing		In place and ongoing
		Ensure regular staff and member engagement in the shared vision to sustain commitment.	Member Planning Days, Consultation and IRMP Comms Plan		In place and ongoing
	Courage and resolve to drive ambitious change	Robust project governance arrangements are put in place.	Review of project and programme management, Planning, Performance and Comms VFM Review	Reviews underway	Expected to complete November 2013
	Financial underpinning of future plans	Extend Medium Financial Plan to 2017/18 and align financial plans to IRMP	2013-14 budget planning and financial modelling for CSR 2015-16		In place and ongoing

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		Develop modelling scenarios in relation to uncertainties associated with: <ul style="list-style-type: none"> ▪ Business rates funding ▪ Council tax benefit changes ▪ IRMP/ERR proposals 	Financial modelling developed for Member Planning Days and included in PESTELO		In place February 2013 and ongoing
		Consistent approach when delivering Value for Money programmes	Overarching framework for VFM Reviews agreed		In place April 2013
		Set clear targets for VFM reviews which are owned and monitored with the interrelated impacts being clearly identified	VFM framework ensures terms of reference set targets where relevant		In place April 2013
		Consider income generation/trading as part of the financial strategy and a key element as part of the Value for Money Reviews	VFM framework ensures alternative models are considered		In place April 2013

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	Capacity and Skills to deliver	Undertake capacity and skills audit to ensure key departments have capacity to deliver	Included as key element of VFM framework		In place April 2013
Community risk management	Police and Crime Commissioners	Define organisational approach to the Police and Crime Commissioner arrangements and continue to build key relationships, including around funding	Member Planning Days, Partnership Sub-group and PESTELO		In place and ongoing
		Sense check consultation process to ensure that communities clearly understand the proposed new response standards	Consultation given external accreditation by Consultation Institute		Project Plan Sept 2012 Accredited April 2013
Fire control	Resilience on the Control function	Review the project communications strategy for improvements particularly in relation to staff	Cheshire Fire Control Project Group		Complete February 2013
		Service and NWC project team to look at the benefit of incorporating a similar approach to the acquisition of Cumbria Fire & Rescue Service Control function in terms of live issue resolution	Cheshire Fire Control Project Group		In place and ongoing

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		Review the 'out of scope' work that the Service will have to resource differently post cut over to NW Fire Control Ltd	Cheshire Fire Control Project Group		In place and ongoing
Training and development	Integrating People Management function and systems	Consider adopting a 'people management' system based on a single platform for personnel, training, competency and appraisal	Human Resources VFM Review		November 2013
		Middle managers to be skilled up to take responsibility for core management issues like people management, rather than relying on People & Development	Human Resources and Learning and Development Training programme Staff Handbook and other tools	Tools developed and launched over course of 2013-14 to support IRMP and ERR timetable	Ongoing
		Explore the suitability of the continued use of e-learning in particular topics and for individual' learning style particularly with learning difficulties such as dyslexia	Equality Task Group sub-group and Learning and Development		In place and ongoing
	Members – complexity of the	Members need to undertake training on the complex local environment, particularly where the	Member Training		In place and

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	public sector landscape	Service are key players	Programme Planning Days and PESTELO		ongoing
Community budgets	Consider carefully the approach and impact on partners	The Service needs to consider the extent of their direct provision and expectations placed and ambition of the not for profit sector that they are commissioned to deliver more	Member Planning Days and VFM framework	Reviewed and discussed as options emerge	In place and ongoing
	Models of future delivery	The Service needs to be clear of its intention and approach in relation to the community budgets and opportunities in Cheshire West & Chester and elsewhere	Partnership strategy, Partnership sub-group		April 2013
Asset Management and ICT	Alternative service delivery models – more concerted and coherent view	Options to consider alternative service delivery models need to be considered more seriously in business cases, this includes collaboration on service delivery, sharing services and outsourcing	Member Planning Days VFM framework enabling realistic assessment of what is viable	Periodic reports presented to Members	in IRMP11
		Review Asset Management Strategy to ensure it supports the future building strategy	Considered as part of review of project and		Expected to complete

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			programme management		November 2013
	Value for Money reviews	Assess the impact of recommended efficiencies in individual departmental VFM reviews to ensure that they best support the new ERR model	Review of cross-cutting systems and processes planned for IRMP11		April 2014
		Develop business case for the principle of co-locating services and sharing facilities to increase the number of stations	ERR Programme and land and acquisitions group		In place and ongoing