

## **Update on Scrutiny Review of Partnerships Proposals – September 2016**

Following the scrutiny review in 2015 members have requested feedback on each proposal within the report. The proposals have been laid in the order of the review with progress on each reported immediately below.

### **Summary of Community Safety review proposals**

The community safety review is in the final phases of implementation with only a small number of roles still to be filled. The review itself has been in progress since February with the review team working in partnership with representative bodies and all affected personnel to ensure the consultation was effective and inclusive. Following numerous consultation events and JCC meetings the final structure was approved and recruitment to posts via redeployment, selection processes and assimilation commenced.

The new structure better reflects the findings of the scrutiny review with a centralised partnership team in place with all roles and job summaries rewritten to reflect the need for more strategic working and to support Operations Commander in partnership engagement.

Road Casualty, Adults and CYP teams have been centralised with an increase in the Adults team to reflect the vulnerable adults work required. All HQ Community Safety Team roles are now aligned to a business partner approach to ensure all service deliver PBA is quality assured and advice and guidance given is consistent with “The plan”

There is no current evidence to support if this review has had a positive impact on % of Safe and Well visits referred by partners but the partnerships team are working with strategic hub to use In-phase for assurance and governance of Partnerships to reflect scrutiny review proposals.

### **Feedback on each specific Scrutiny proposal**

- 1. The Leadership structure within Community Fire Safety should be reviewed and re-determined. In doing this a more linear structure that is more reflective of the structural approach throughout the Service should be implemented. This will enable for a more compact, cohesive and therefore engaged and effective Community Safety Team (CST) function*

### **Progress**

The review of CS structure is finalised and has been agreed by JCC along with representative bodies' approval. The structure has realigned the CRROs', Partnerships teams and CYP to a centralised team. Within the structure are clear lines of management and accountability that will allow for a more focussed CS team that can provide the necessary support for command areas to continue to deliver prevention activities and partnership engagement.

2. *A structural, role review and re-design of the current HQ CST should be undertaken, with a view to identifying the purpose and optimum (capability and capacity) resources required to enable Command teams and their service delivery resources to maximise both partnership and commissioning outcomes.*

### Progress

As above the HQ CST has been redesigned there are now distinct areas of responsibility within the HQ CST that will allow for increased capacity and capability. Commissioning is a key element of all new job summaries and the link between the partnerships team, CST and business development team (BDT) will be a key area of work going forward.

The structure has been designed to provide both strategic support to Operations Commanders (a request from consultation) and station support around prevention and partnerships.

The new roles will take a business partner approach where advice and guidance will be available to all Service delivery personnel in relation to commissioning, prevention and partnerships.

3. *The relationship and link between prevention and commissioning is implicit. In redesigning CST, how and where structurally commissioning sits within Service Delivery and what central resources (capability and capacity) are needed to effectively deliver the Service's commissioning expectations must be determined and acted upon.*

### Progress

Commissioning within the CST sits in every job summary, the new role of Partnerships Manager will be responsible for exploring commissioning opportunities across the partnerships team and for working with the BDT to develop commissioning opportunities. The partnerships team will also provide support to Operations Commanders and Station Commanders in identifying commissioning opportunities across service delivery.

4. *In line with the principles of partnership good governance Commands working with the CFS team should determine and implement an effective approach to ensure, that centrally (where appropriate) and within commands the Service has in place arrangements to ensure that:*
  - *Terms of Reference/Service Level Agreements for each partnership are in place*
  - *Alignment to The Plan (purpose)*
  - *Required inputs, outputs, and outcomes are identified*
  - *A partnership plan, identifying the partnership life- span and delivery timeframe of key inputs outputs and outcomes*

- *Risks are identified and managed*
- *Dispute resolution is managed*
- *Performance monitoring and reporting framework is established*
- *Evaluation of outcomes*
- *Good practice is identified and implemented Service Wide*

### Progress

The governance arrangements are not yet fully agreed or implemented. The new structure will be fully capable of ensuring good governance, alignment to the plan and performance management.

All roles within the new structure will be finalised by the End of September and governance arrangements, managing risk and performance management will be the primary focus in the first three months.

5. *The core roles and responsibilities of Partnerships Officers and Community Risk Reduction Officers should be reviewed and redesigned to incorporate Commissioning as a core activity.*  
*Whilst data sharing agreements appear to be in place across commands, a systematic review of the quality of the arrangements and underpinning systems and processes should be undertaken.*

### Progress

All roles have been reviewed and identifying and supporting commissioning opportunities is a key element within job summaries.

Quality and consistency of data and data sharing will be addressed in the proposal below

6. *Whilst data sharing agreements appear to be in place across commands, a systematic review of the quality of the arrangements and underpinning systems and processes should be undertaken.*

### Progress

This proposal is designated as a responsibility of the scrutiny working group but we believe the InPhase system will be suitable for the CST and partnerships team to utilise for data quality and review purposes.