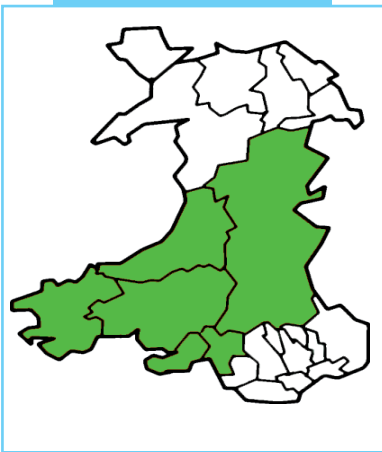


Mid & West Wales Fire & Rescue Service (FRS)

Creating a vision and building a performance management framework

In brief:

- Mid & West Wales FRS realised that, in order to change effectively, they had to have a clear vision of where they were going and a performance management framework in place to help them achieve that vision.
- Alexander helped them sort through the different - and sometimes conflicting - priorities and statutory obligations to produce one coherent and meaningful vision.
- Alexander then helped the organisation design and put in place a performance management framework to help them achieve their objectives.



GWASANAETH TÂN AC ACHUB
Canolbarth a Gorllewin Cymru



Think with us ...

If you're reading this, then you're probably just like us, always curious about new ways of working.

The aim of our case studies is to promote sharing of knowledge and from it **thought leadership**. We hope this study helps you think through and explore some of the issues we now face.

Your questions and feedback are welcome.

Call us on 023 8022 5020 or email kay.bocock@alexander-ecc.com.

Case Study

The Service faced a huge challenge to improve and modernise their services; there were different statutory requirements, which had to be met, competing priorities and a new emphasis for the Fire and Rescue Service. Deputy Chief Fire Officer (DCFO) Richard Smith realised they needed a clear vision of what mattered, so they could then focus their efforts on achieving that vision. He asked Alexander to work with the Service to find that focus and then design and implement a performance management framework to support their objectives.

“

“We had a strong view of what we wanted to achieve, but we recognised that our existing approach would be unlikely to deliver. Alexander helped us build the focused performance management framework we needed. People responded well because they were working with a consultant who really understood the fire and rescue service.”

Richard Smith, DCFO, Mid & West Wales Fire & Rescue Service

”

Alexander worked with Mid & West Wales FRS to:

- Create a meaningful vision with realistic objectives to support it.
- Ensure that the identified key priorities drive the Service's activities.
- Help the Service understand what is needed to make that vision reality.
- Find a mechanism to deliver savings and create capacity to support the new vision.
- Create a culture with consequences; one where performance matters.
- Explicitly state what success looks like so that the Service would know when they have been successful.

Alexander delivered a structured programme of strategic workshops to a Mid & West Wales FRS project team of senior managers, including county commanders, service heads and principal officers. From this, a realistic vision was created, which the organisation owned.

Alexander then supported a series of cascade workshops to delivery teams, which:

- Gathered the views and needs of the Service's key stakeholders.
- Created a clear view of what the Service is for and what its future vision is.
- Identified the small number of key objectives that would deliver that vision.
- Identified and built the performance measures that really make a difference.
- Transferred the skills and knowledge Mid & West Wales FRS needed, in order to grow and sustain the performance management system.

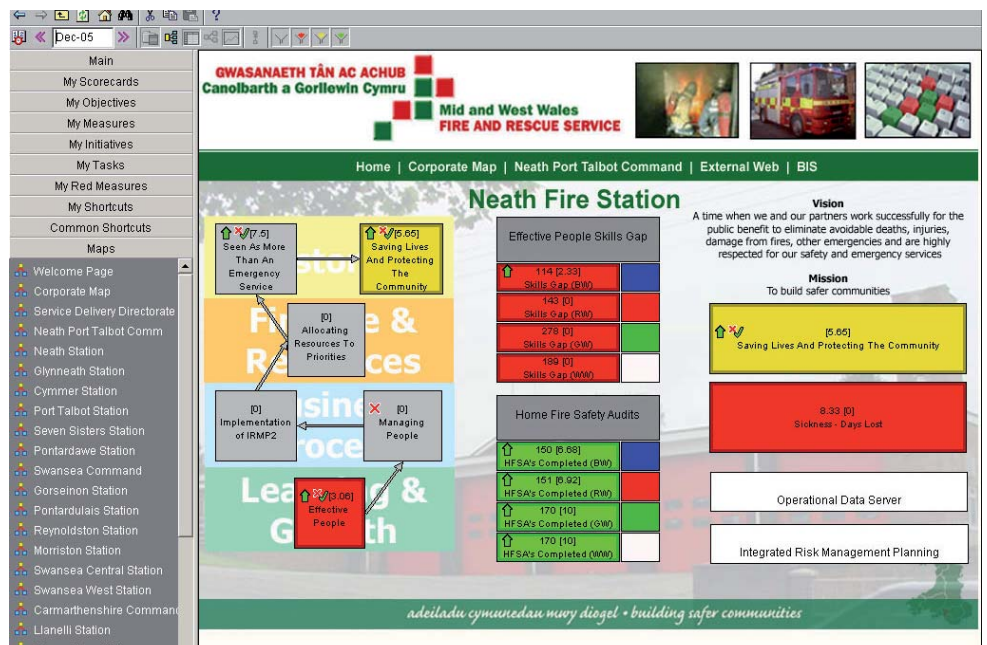
The cascade workshops also resulted in a corporate 'plan-on-a-page', which all members of staff could understand and relate to. A performance management framework built on the Balanced Scorecard was then designed and implemented; this allowed Mid & West Wales FRS to manage performance at corporate, county command and station levels.

To support the development of the new performance management framework, Mid & West Wales FRS also asked Alexander to provide training on how to use social marketing principles in order to deliver the corporate vision. They also purchased and implemented Corvu's performance management application – CorStrategy.

Case Study

Mid & West Wales FRS used the software to:

- Replicate and model corporate, county command and station scorecards and plans; this ensures it measures what matters.
- Communicate performance against the change programme.
- Monitor, manage and report performance against strategic and operational objectives.
- Automate statutory 'compliance' reporting requirements.



Performance management systems at Mid Wales Fire & Rescue

Alexander provided support during the implementation of the software. This support developed performance management 'soft skills' and included improving meeting effectiveness and embedding performance management in the organisation's daily routines.

As a result of the work with Alexander, Mid & West Wales now have a strategy which underpins its IRMP. It clearly sets out what matters at both strategic and operational levels and there is a framework for effectively managing performance against that strategy.

Mid & West Wales FRS are now cascading performance management training from Station Managers through to firefighters using Alexander's Managing for Success development programme.

Alexander is an independent change management consultancy that specialises in strategy alignment, performance management and improvement.

For further information please contact Kay on 023 8022 5520 or email kay.bocock@alexander-ecc.com.

www.alexander-ecc.com

Alexander People - what we believe

Alexander people are business people who are passionate about public services. We take what's good from the private sector and shape it to meet the demands and challenges of public service. So when we look at the world and see what's wrong, our instinct is not to complain about it, it's to do something about it. This means that, when we look at our own company, we don't just look at its performance as a business; we look at the difference we make to changing public services and society for the better.

The people who manage and deliver public services today face huge challenges. They deserve someone to think with and people who can help to do the things they haven't the capacity to do themselves.

That's why we **engage** and connect with the people at all levels in public services who face these challenges.

Then we help them **challenge** the way things are.

So that they can deliver real **change** for the better.

That's what we do: **Engage. Challenge. Change.**

There's a belief that, without a profit motive, there isn't enough to drive public services to be better. We say that the stakes couldn't be higher. For people who work in and with public services, if we fail, society fails. **We believe this is the most powerful driver there is.**

Alexander People - what we do

Knowing where to go and how to get there

- Strategic & organisational review and diagnosis
- Shared vision
- Transformation strategy
- Transformation blueprint
- Stakeholder engagement
- Change readiness
- Communications

Delivering customer value with less resources

- Lean Systems Thinking
- Service transformation, design and improvement
- Shared services
- Function and service reviews
- Options appraisals and business case development

Enabling change to happen

- Programme and project management
- Change Management and benefits realisation
- Building capacity to change
- Skills and knowledge transfer

Making change sustainable

- Leadership development
- Management development
- Continuous improvement strategy and culture
- Skills and knowledge transfer

We work with...

Alexander works with people & organisations in the public sector, including:

- District Councils
- Unitary Authorities
- County Councils
- Housing Associations
- Police Services
- Health Services

If you'd like to talk about how we can help you, call us on 023 8022 5520.

Alexander - contact us

Telephone 023 8022 5520

Email talktous@alexander-ecc.com

2 City West
Millbrook Road East
Southampton
SO15 1HN