



# Hampshire Fire and Rescue Authority

Review of Service Level Agreements for  
Support Services provided by Hampshire  
County Council

Mike Ellis  
Solace Enterprises  
May 2006





## Contents

Executive Summary	3-6
Background and Terms of Reference	6-9
Methodology and Review Process	9-13
<ul style="list-style-type: none"><li>• Preparation and Scope</li><li>• Analysis and Review</li><li>• Option Appraisal and Recommendations</li><li>• Completion of Report and Recommendations</li></ul>	
The Services	13-17
<ul style="list-style-type: none"><li>• Treasury and Financial Services</li><li>• Property and Business Services</li><li>• Information Technology Managed Services and Support</li><li>• Legal and Committee Services</li></ul>	
Recommendations	17-19



## EXECUTIVE SUMMARY

1. Hampshire Fire and Rescue Authority (HFRA) purchases a number of support services from Hampshire County Council and has done so since it was established as a Combined Fire Authority in 1997. The services provided were set up without recourse to competition and fall into four broad service categories:

- Treasury and Financial Services
- Property Business and Regulatory Services
- Information Technology Managed Services and Support
- Legal and Committee Services

2. The full year value of the services provided by Hampshire County Council based on estimates for 2005-6 are:

- Treasury and Financial Services - £275,728
- Property, Business and Regulatory Services – £120,000\*
- Information Technology Managed Services and Support - £622,860 plus\*\*
- Legal and Committee Services - £45,100

\* These are the fee charges for an estimated £500,000 of revenue and £750,000 of capital expenditure.

\*\*This figure does not include support services charged at a daily rate or services provided through the new Passport system and Blackberry Service. A further charge of £95,260 was notified in a report dated 16 March 2006 for the current financial year with an estimate of charges for 2006/7 of £145,140. There is limited explanation of the detail behind these charges. The late arrival of this information is a good illustration of the need to sharpen up management and administrative arrangements within the partnership.

3. The support services within the terms of reference of this review have been variously structured and negotiated over the last 8 years or so. They are largely based on services delivered when the Service was part of the County Council although there have been some major developments notably in the service level agreements for Information Technology. The main findings of the review show that:



- Contract documentation is generally out of date.
- Documents vary from a one-page summary for financial services to a 101 page document for the supply of IT technology known as HFRS 2000.
- Documents are written more to suit the departmental and professional structures of the provider rather than being written and packaged to meet the needs of the HFRA as customer.
- The basis of arrangements and pricing of services varies from block pricing, unit pricing and hourly or daily rates.
- Quality standards and provision for quality assurance varies from non-existent to patchy.
- Most contractual documents are light on outcomes, targets and standards.
- Arrangements for monitoring and review are variable and in some cases non-existent.
- Information on overall costs and charges is inconsistent and in some cases elusive. There needs to be greater financial rigour in monitoring services provided by the Council to ensure value for money.
- Billing arrangements vary, in some cases these are clear and prompt, in other cases e.g. for some property services, billing is slow and very late. This has caused some difficulties in the past.

These characteristics are largely due to lack of accountability and an approach that has become too relaxed over the years on both sides.

4. On a more positive note, the relationship between people in the two organisations is generally good and a high level of trust has developed over the last 8 years, helped by the fact that there has been limited turnover of key staff during this period. The HFRA benefits from the economies of scale that come from the services provided by the County Council. There is also evidence of flexibility in the approach of both partners to the management and delivery of services. There is some evidence also, however, that some of those who deliver services still behave in a more paternal way towards the Service rather than understanding fully the need for the quality customer focussed services and relationships required from more mature service partnerships.
  5. The review has prompted the need for much of the service documentation to be updated and this is now being done, particularly for ICT and Property Services where documentation is being revised and
-



updated (although revised copies of the documentation for ICT were not available at the time of writing this report).

There is acceptance across the board of the need for all documentation to be rewritten in a common style and format and brought up to date. This is a welcome development and provides an opportunity to modernise the principles and values of the partnership as well as achieve greater clarity, consistency and coherence in all of the services delivered by Hampshire County Council on behalf of the HFRA. It is also an opportunity to carry out a critical examination of charges and rates and to introduce a more systematic and rigorous approach to quality standards and assurance and monitoring and review.

6. Detailed comments and recommendations are included in the main body of the report for each service. Overall **recommendations** are:

- To establish the partnership as a strategic service partnership with a single document and schedules to describe the services delivered through the partnership in a more consistent and simplified way with emphasis on shared values, outcomes and consistent quality standards. An example of what shared values and partnership principles might look like is set out in Appendix A of the report.
- To explore with the County Council arrangements for one, regular monthly itemised bill to be raised for all services provided within the partnership.
- To establish regular monitoring meetings at least quarterly both to monitor and review overall performance as well as to review performance in all services and an annual strategic review to discuss plans and make decisions about overall performance, efficiency gains and rates and charges for the coming year.
- To establish a new approach in the relationship that seeks to drive down costs. At present there is a tendency for rates and charges to be raised by the rate of inflation each year as a matter of routine. One of the key drivers of the strategic partnership should be to improve effectiveness and realise efficiency savings that can be used to deliver the strategic aims and priorities of the HFRA. This would be consistent with Gershon principles and also with a



more modern and shared approach to the management and delivery of added value in the delivery of corporate support services.

- To establish a benchmarking group, possibly building on existing arrangements with other fire and rescue services in the region and/or with 'Family Group 4' to build a source of comparable information on the costs of similar services provided under service level agreements.
- To recognise the increasing maturity of the HFRA and achieve efficiency savings by exploring the potential to take direct responsibility for some of the functions currently provided by the County Council.

Many of these recommendations can be implemented as soon as practicable. Work to establish a new modern strategic partnership with unified and integrated principles, documentation and management could be achieved by 1st April 2007.

## **BACKGROUND AND TERMS OF REFERENCE**

### **Background**

1. The external auditors to the HFRA have, on a number of occasions, suggested that there is a need to review the arrangements in place to deliver corporate support services. There has been a perception that the relationship between the County Council as provider of support services and the HFRA as recipient of the services appears too 'cosy' at times. The auditors have been critical of the Authority for not formally reviewing the arrangements that have largely existed since their inception in 1997. The Auditors have however acknowledged that a best value review of Property Services was carried out in 2001/02.
2. The arrangements for support services were also an area picked up in the Comprehensive Performance Assessment of the Fire Authority last year. The CPA team noted that,

*"Strong links have grown up between the fire authority and Hampshire County Council in respect of the delivery of corporate support services*



*for the fire authority. The fire authority is intending to complete a best value review of corporate support to ensure that they have effective and efficient provision."*

As a result the HFRA invited various consultancy bodies to quote to carry out this review and Solace Enterprises was chosen to complete the review.

## Terms of Reference

The aim of the review has been to:

**"Examine the effectiveness and value for money of the Authority's current contracts for services and service level agreements with Hampshire County Council and make recommendations on how the arrangements to deliver these support services might be improved in the future."**

The Authority expected the review to cover:

- Examination of the quality of current documentation and any proposed revisions to documentation for the range of different support services provided by Hampshire County Council (HCC);
- Gathering and analysis of both customer and end-user (HFRS) and contractor and provider (HCC) views about the day-to-day effectiveness of the current arrangements;
- Identification of any 'good practice' in the management of service level agreement arrangements operating in other combined fire and rescue authorities;
- Identification of any sources of comparable information on the cost of similar services provided under service level agreements.

The scope of the review has, in accordance with the requirements of the Authority, covered the following services:



### **HCC Treasurer's Department**

- Services of Treasurer to the Hampshire Fire and Rescue Authority
- Accountancy advice and support
- Internal audit
- Payroll services
- Treasury management
- Pensions management
- General ledger software for all financial transactions (SAP software)

### **HCC Chief Executives Department**

- Services of the Clerk and Monitoring Officer to the Hampshire Fire and Rescue Authority
- Committee support/secretariat services
- Legal advice
- Conveyancing services

### **HCC Property, Business and Regulatory Services Department**

- Architectural services
- Building maintenance services
- Estates practice services
- Central purchasing and supplies services
- Scientific analysis services

### **HCC Information Technology Services Department**

- Professional ICT advice and support (ongoing and discrete projects)
- Provision of a range of 'managed' ICT network, software, hardware services



## METHODOLOGY- THE REVIEW PROCESS

1. The review has been conducted and completed within the context of the Authority's Integrated Risk Management Plan (IRMP) and conducted between mid October 2005 and March 2006.
2. There have been four key stages to the process: -
  - Stage 1: Preparation and scoping (Pre review stage)
  - Stage 2: Detailed analysis and review
  - Stage 3: Options appraisal and development of recommendations
  - Stage 4: Report completion with recommendations for implementation, performance improvements and proposals for monitoring and evaluation

### **Stage 1 - Preparation and Scope**

1. This stage of the review was completed over a period of four weeks in October and November 2005. This stage comprised:
    - Inception meetings with the Director of Corporate Services and Project Board to discuss the review, its initiation, scope and working arrangements;
    - Arranging interview and meeting schedules for the Project Board and for discussions with Fire and Rescue Service, County Council staff and other relevant stakeholders;
    - Ensuring that all of those involved are informed of the purpose, scope, and timescales of the review;
    - Communicating the commencement of the review in line with requirements of the HFRS communication strategy;
    - Obtaining evidence on current performance. Obtain costing information for current and projected service level agreements;
    - Obtaining evidence of good practice and comparative data from other combined fire and rescue authorities;
    - Considering issues relating to tests of competitiveness at a strategic level for the overall services covered by the service level agreements;
    - Collating baseline data
-



2. The approach to the review has been to:

- Focus on improvement;
- Take a strategic view of added value
- Be challenging from an early stage;
- Identify the critical information required;
- Avoid getting stuck in current service level agreement definitions.

### **Stage 2 – Analysis and Review**

1. The approved project brief set out work to be progressed during this stage of the review. To comply with Best Value principles we have ensured that the review has applied the four C's framework.

2. The purpose of the review is to examine the effectiveness and value for money of the Authority's current contracts for services and service level agreements with Hampshire County Council and make recommendations on how the arrangements to deliver these support services might be improved in the future. Three of the four Cs Consultation, Comparison and Competition have been used as tools to help in this process, while the fourth C Challenge has been used to ensure that big policy questions and strategic issues have been addressed early on. Our approach has been to challenge why, how and by whom the service level agreements are provided with reference to:

- Why are we organising our corporate support services in this way?
- Why are the services covered by the agreements provided in their current format?
- What are the costs and benefits of the current arrangements?
- How could the present arrangements be improved upon?

3. In addition we have adopted the following approach:

- Focus on user and provider perspectives to assess the quality of the agreements, documentation, management, monitoring and review arrangements, quality assurance and identification of what works and what could be changed and improved;



- Involve those people with real experience and expertise of operating the service level agreements to generate ideas for improvement;
  - Make full use of 'what works' evidence;
  - Assess accountability and value for money.
4. We have take advice from the Project Board on the need to consult with Members and staff in the Fire and Rescue Service and County Council and also with other relevant partners and stakeholders.
5. The review has drawn on current research where it is available and made use of the Fire and Rescue service network in an effort to establish best practice in other combined fire and rescue authorities.
6. The aim has been to:
- Involve stakeholders;
  - Consult on solutions as well as problems;
  - Find out how current performance matches customer expectations and identify any new needs or ways the service could be improved;
  - Record and discuss with the Project Board any service good practice issues raised via the consultation process.
7. We have ensured that current (and planned) approaches and performance is compared with other combined fire and rescue authorities and have made recommendations about future approaches to benchmarking to enable the Fire and Rescue Service to:
- Use relevant BVPIs and other published statistics;
  - Benchmark with 'best in class' organisations;
  - Clarify what good performance looks like;
  - Identify other fire and rescue services that are recognised as operating good practice in the delivery of effective service partnerships for corporate support services;
  - Compare processes, skills, costs and outcomes and not just focus on performance results;



- Clarify any perceived and real performance gaps and any projected performance gaps as the partnership develops in future;
- Determine the reasons for any performance gaps;
- Identify a list of factors to be key drivers of benchmark performance.

8. The review has also:

- Considered the strategic importance of the services involved, their contribution to the strategic direction, aims and priorities and modernisation plans of the Authority including the recent comprehensive performance assessment;
- Identified how the services delivered impact on the organisation and on other services;
- Identified the risks associated with competition;
- Considered the possibility of other partnership arrangements;
- Taken account of best practice.

### **Stage 3 - Options Appraisal and Recommendations**

1. The results of the analysis against the 4C's and particularly the examination of competitiveness and value for money has required a number of steps to be completed to ensure an objective assessment of the options and development of recommendations
  - Consideration of economy (cost), efficiency (quality) and effectiveness (ability to add value) in the short, medium and long term;
  - Adopting an open and thorough approach in looking at recommendations for alternative and improved approaches;
  - Ensuring that options and criteria are focused on 'what success looks like';
  - Consider the potential for efficiency savings;
  - Where possible cost recommendations, including financial costs and potential efficiency savings;



- Produce this report with recommendations for the Project Board and the Fire and Rescue Authority.

#### **Stage 4 – Completion of Report and Recommendations**

1. Working in partnership with Project Board our aim has been to ensure that the report and its recommendations command the support of the Project Board and can be recommended accordingly to the Authority's Performance Review Committee. The Authority has been clear that the scope of the review should cover:
  - The documentation relating to the SLAs
  - Customer and provider views about the day-to-day effectiveness of the arrangements
  - The scope for improving the robustness of the arrangements for both sides but principally from the perspective of the Fire Authority as customer
  - Whether there are any 'good practice' SLA arrangements operating in Combined Fire Authorities elsewhere to learn from
  - Whether there is any useful comparable information on the cost of services delivered by a constituent authority accepting the difficulties of comparing like with like
2. The report that follows contains recommendations to deliver improvements across the whole partnership as well as on individual components of the services provided.

## **THE SERVICES**

### **Treasury and Financial Services**

1. The documentation for treasury and financial services to the Authority takes what can best be described as a minimalist approach, comprising a one page list of corporate functions and services. There is no bespoke documentation for the service level agreement with the Authority that sets out service standards, charging rates or arrangements to deal with complaints, disputes or review and there is no detailed breakdown of charges. There is a section on Hantsnet that refers to the Treasurer's Department service level agreements with other County Council



departments but this is not specific to the services provided to the Authority and in any event largely comprises a list of processes rather than outcomes and standards.

2. This approach relies on a great deal of trust and flexibility on both sides but can result in confusion for example when standards slip or breakdown and there is no clear understanding of what levels of service quality are expected. The approach is also vulnerable should there be key personnel changes since the arrangements for the delivery, pricing and quality of services is not transparent and therefore open to interpretation. Monitoring of the services is practically non-existent. Recommendations to improve both the documentation and monitoring and review arrangements are set out later in the report.

## **Property, Business and Regulatory Services**

1. Service level agreement documents for property services lapsed some time ago and arrangements have progressed on a custom and practice basis. In discussions with Hampshire County Council property managers in October last year the need for a rewritten and updated agreement was acknowledged. A revised draft service level agreement to provide professional property services to the Authority dated October 2005 was subsequently made available as this report was being written. It draws together a range of services and addresses some earlier grey areas and anomalies notably the incorporation of temporary buildings; a clarified position on engineering contracts and a clearer explanation of the approach to estates management. It clarifies charging rates and arrangements and also covers service standards on response times and administrative arrangements. It was recognised that more could be done to draw things together and that monitoring and review could also be sharper and more unified across the whole range of services,
2. The County Council managers referred to the benefits of a "one stop shop" approach and single point of contact for services. They were keen to stress the importance of building long term sustainable relationships. They also identified benefits to the Authority as they saw it including their cost recovery approach, the fact that many of the services are competitively tendered, the use of fixed fees and the Council's buying power and flexibility of approach. Monitoring arrangements at the operational level are through six weekly meetings. A detailed breakdown of charges and costs is not readily available.



## **Information Technology Managed Services and Support**

1. The major parts of the services provided by Hampshire County Council's IT Department are contained in a proposal document for the supply of HFRS 2000 dated June 2002. The proposal was based on the County Councils IT 2000 centrally managed infrastructure but also included proposals to migrate Fire and Rescue applications to HFRS 2000. The proposal set out over five year period provided for the implementation of a range of desktop and user services at a cost to the Fire and Rescue Authority in excess of £2.4m. The documentation includes an SLA for support services or ad hoc support but this is less important than it was in the days of the mainframe. Nevertheless there are still some systems hosted by the Council that require occasional support.
2. The document is a proposal written in 2002 and it is not clear at what point the proposal document effectively became the service level agreement for HFRS 2000. While the proposal contains most of the essential elements expected of an SLA it is lengthy, cumbersome and outdated and therefore lacking in coherence for current and future requirements. In discussions with Hampshire County Council IT managers in October 2005 these issues were acknowledged and arrangements put in place to rewrite and bring the documentation up to date although the documentation had still not surfaced at the time of writing this report. Service agreements also exist for the secondment from the County Council of the Information Services Manager and for web support provided part time by an employee from the County Council. Services have also been developed to provide Blackberry Servers and also for a remote access service known as Passport. The late arrival of notification of this years SAP charges is considered unacceptable and steps will need to be taken to ensure that more notice is given in future and that there is proper discussion through the regular monitoring meetings. This is important both to give warning of additional costs and to justify and explain the reasons for them in detail.
3. Regular review meetings take place between the Information Services Manager and the IT Department Accounts team and there is an annual meeting, also involving the Head of Corporate Services from the Fire and Rescue Service to discuss charges and service levels.



4. There is merit in considering the direct employment of Information Services Manager and making a full time appointment possibly at graduate level for the provision of the web support services currently provide through a service level agreement with the County Council. This would reflect the increasing maturity of the service, improve accountability, improve accessibility and flexibility, reduce costs and strengthen the clienting of IT contracts.

## **Legal and Committee Services**

1. The agreement for services provided by the Chief Executive's Department of the County Council is dated April 1997. It covers legal and conveyancing services as well as committee secretariat support. The role of Clerk and Monitoring Officer to the Authority rests with the Chief Executive of the County Council who has in effect delegated this responsibility to the Council's Head of Corporate and Legal Services. The agreement is formal and overly legalistic in style and it is also now out of date. It nevertheless sets out clearly and in a relatively simple and straightforward way the services, standards, management and administrative arrangements and charges that apply.
2. The services are properly recorded in detailed case records and time recording schedules and costs are based on hourly rates. Invoicing is regular, timely and straightforward.
3. A number of combined Fire Authorities make their own provision for the role of Clerk and Monitoring Officer to the Authority. It was suggested that it would make sense for the Authority to consider that this role be carried out directly by the Director of Corporate Services as a sign of the growing independence and maturity of the organisation. However, in subsequent discussions between the officers and at the Review Steering Group, it was recognised that it would be difficult - and somewhat illogical - to separate the Clerk role from the committee secretariat services which are considered to offer very good value for money.



## Recommendations

1. Everyone concerned acknowledges that the current documentation is out of date and that there is merit in bringing the services together in one overall agreement that sets out the key principles underpinning the partnership between the Authority and the County Council. The agreement could take a single approach to quality standards, complaints and disputes procedures, monitoring and review arrangements and contain a clear transparent and agreed schedule of rates and charges for each service. It should be possible to achieve this by April 2007.

**It is recommended that** the provision of services should be established under a strategic service partnership with a single set of documents that describe the services delivered in a clearer and simplified way with emphasis on shared values, outcomes and consistent quality standards for all services. It should be possible to achieve this for 1st April 2007.

2. The arrangements for invoicing are variable. Invoices vary in style, level of detail and regularity with some on time and others often late. It would be consistent with a more strategic and unified approach for there to be single and regular itemised bills for all services within the partnership. This would be more efficient, more customer-focussed and more transparent and monthly invoices for all services would fit with the idea of having a monthly monitoring meeting for the partnership and all services provided. This approach could be introduced as soon as the County Council is able to make the necessary arrangements in discussion with the Director of Corporate Services in the Fire and Rescue Service.

**It is recommended that** there should be discussion with the aim of a single monthly itemised invoice for all services provided through the partnership.

3. Monitoring and review arrangements vary from regular six weekly meetings for IT and Property services to little or no monitoring for financial, legal and committee services. The idea of a single approach would enable regular meetings to be held for the whole package of services together with an annual strategic review. These arrangements could be put in place as soon as practicable.



**It is recommended that** monitoring meetings should take place at least quarterly to review overall performance and performance on all individual services

**It is recommended that** an annual strategic meeting should take place involving senior managers from both the Fire and Rescue Service and the County Council to discuss the plans for the partnership and make decisions about overall performance and effectiveness, strategic developments and any changes needed in the overall approach and agreement.

4. There are a some services currently provided by the County Council that could be delivered more cost effectively by the Fire and Rescue Service. These include:
  - Information Services
  - Web support services

The direct employment of the Information Services Manager would recognise the increasing maturity of the relationship on IT, clarify lines of accountability and result in a small reduction in costs. The appointment of a full time post for web services and support would improve capacity, flexibility and accessibility at a lower cost than the current arrangements.

**It is recommended that** arrangements be made for the Service to employ directly the Information Services Manager on or before 1 April 2007.

**It is recommended that** arrangements be made as soon as possible for the Fire and Rescue Authority to employ a full time person to provide the web support services as detailed in the current agreement with the County Council for the support of Hampshire Fire and Rescue web sites.

5. Although there have been substantial developments in IT services and support, the current range of services provided by the County Council have continued largely unchanged since 1997. There is a presumption in the current arrangements that charges are raised by the level of inflation each year rather than agreeing the approach annually as part of a strategic review. One of the key drivers of an effective strategic service



partnership should be to have built into the agreement the aim of improving efficiency and effectiveness. This approach should enable efficiency savings to be delivered through the partnership either by reductions in the costs of services, introduction of more efficient services or both to enable savings to be used to help deliver the strategic aims and objectives of the Fire and Rescue service. This approach would be consistent with Gershon and government efficiency principles and would also reflect a more modern and shared approach to the management and delivery of corporate support services.

**It is recommended that** the partnership should include the delivery of efficiency savings as one of the key new partnership principles rather than presume that rates and charges should simply be raised by the rate of inflation each year and agreement on the achievement of targeted efficiency savings should take place at each annual review.

6. The review has identified that little information exists between Fire and Rescue authorities to enable comparisons to be made on the level, standard and cost of services provided through service level agreements for corporate support services. There is a mixed picture in terms of who provides these services; i.e. whether they are provided directly or by a local authority including a County Council or whether they are provided by the private sector. It has also proved impossible to establish any credible benchmarking information.

**It is recommended that** a benchmarking group is established building on existing arrangements with other fire and rescue services to build a source of comparable information on the costs of similar services provided through service level agreements

## Conclusion

1. The current arrangements have much to commend them particularly in the level of trust that has developed over the last nine years. There is widespread recognition of the need to update the agreements, simplify and standardise the documentation and improve administrative arrangements as well as arrangements for a more robust and challenging approach to monitoring and review. There is also an opportunity to recognise the maturity of the Authority and to acknowledge that has the capability of carrying out some of the current services directly. The recommendations in this report should serve to



modernise the approach and result in a more strategic, productive and efficient and effective relationship.

Mike Ellis  
Solace Enterprises  
May 2006



## APPENDIX A

These principles should act as the basis for a refreshed partnership with unified documentation, more robust monitoring arrangements and a fresh approach to efficiency and added value. These principles and the questions contained within them should, ideally be answered as part of the process of refresh and contained in new documentation to explain the shared values and principles of the partnership.

1. Recognise and accept the need for the partnership
    - Identify achievements
    - Identify the main factors associated with success
    - Identify the main barriers to success
    - Acknowledge where there is joint dependency in delivering goals
  
  2. Develop clarity and realism of purpose
    - Base the partnership on shared values and agreed service principles
    - Define clear aims and objectives
    - Ensure realistic aims and targets
    - Define clear service outcomes
    - Understand the reasons why each partners engages in the partnership
    - Focus the partnership on areas of likely success
  
  3. Ensure commitment and ownership
    - Senior commitment
    - Widespread ownership of all involved
    - Consistent commitment
    - Recognition of the need for people with excellent networking skills
-



- Reward effective partnership working and discourage and deal with those who do not make an effort in the partnership
4. Develop and maintain trust
    - Recognise and value positive contributions
    - Apply fairness in conduct and benefits
    - Sustain trust
    - Encourage sufficient risk taking
    - Make sure the right people are in the right place at the right time
  5. Establish clear and robust partnership arrangements
    - Transparency on financial resources
    - Awareness and appreciation of the non financial resources each partners brings
    - Clear lines of accountability for performance
    - Arrangements that are simple, time limited and task oriented
    - Focus on process, outcomes and innovation
  6. Monitor, measure and learn
    - Agree success criteria
    - Develop clear and regular arrangements for monitoring and review
    - Ensure monitoring information is shared within the partnership
    - Celebrate and publicise successes and root out barriers
    - Reconsider aims and objectives where needed

Source: Assessing Strategic Partnership - Partnership Assessment Tool, ODPM 2003

Dir\_Fin/Financial, budget etc

Review of Service Level Agreements report May 06

---