SLT meeting 16/10/2018; SLT agenda item 5e; SLT paper number 18-283

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| Meeting | **Performance and Resource Board** | Agenda Item |  |
| Meeting Date | 30th October 2018 | Report Number |  |
| Report Author: | Tracy King, Assistant Director and Lucy Clayton, Business Planning and Performance Manager | | |
| Presented By | Matt Furber, ACFO | | |
| Subject | **Assurance and Performance Framework/Approach** | | |
| Type of Report: |  | | |

# Recommendation

1. That members of the Performance and Resources Board note the contents of the paper and support the proposed approach to the development of an Assurance and Performance Framework for ECFRS.

# BACKGROUND

1. The development of the Fire and Rescue plan is now underway, this plan will set the strategic direction of Essex County Fire and Rescue Service for the medium term. As part of the change to a new governance structure and of the ongoing process of continual improvement we are reviewing our assurance and performance arrangements around the Fire and Rescue Plan and developing strategic objectives for the Service, which enable us to learn and improve, report externally and demonstrate compliance and control and support our people.
2. The following proposal is designed to give a high level overview of the proposed structure of assurance and performance moving forward. This model will be at the heart of the development work that is now undertaken. The model aims to answer the questions ‘How do we provide assurance that we are achieving the priorities set out in the Fire and Rescue Plan’ and ‘How do we effectively manage performance within Essex County Fire and Rescue Service?’. We recognise that it is important that all or our people, partners and public can be assured. It is equally important that our people are able to understand where and how the work they do contributes to delivery of the Fire and Rescue Plan, the IRMP and ultimately how their activity makes Essex, Thurrock and Southend safer places to live, work and travel.
3. Figure 1. Proposed Assurance and Performance Model

Assurance

Priorities

PUBLIC AND PARTNER AGENCIES

1. The above model has been developed to highlight what we would want to achieve with this Assurance and Performance framework. A way for Priorities from the Fire and Rescue plan to flow down into the Service, whist assurance is delivered up, with defined responsibility and accountability at every level.
2. By aligning the activity of the individuals to the service priorities we can ensure that ‘the right things get done and things get done right’.
3. The Fire and Rescue plan priorities will be accompanied by a set of statements and success measures. In alignment with the National Fire and Rescue Framework and HMICFRS, the Service IRMP will reflect the Fire and Rescue Plan. Following public consultation on an IRMP, Directorate Plans will be finalised. These will be supported by departmental delivery plans. The work flows from the plan will be represented in the objectives set for all our staff
4. In this way a ‘golden thread’ is created that leads directly from the Fire and Rescue plan to each and every member of our staff. KPIs and LPIs relating to the work activity will allow staff, managers, the PFCC, our partners and the public to observe our performance at every level.
5. An evaluation strategy and framework will ensure that many of those activities will be subject to ongoing evaluation, which will ensure our resources are aligned to those areas of greatest risk via initiatives and interventions that are identified as having the greatest impact.
6. To ensure our success the Performance and Data team will review and redesign how data is presented to staff, giving performance information to managers to assist the management of the service as well as assurance to SLT and PFCC that the Service is making progress towards delivering its Strategic Objectives.

# Performance lifecycle

1. A suite of performance measures will be developed to assist the organisation is management the performance across all levels, as well as providing assurance to Service Leadership Team and The Authority.
2. These will be designed in such a way they will provide a hierarchical approach to the assurance and performance, and allow the organisation to align positive action with service improvement.
3. It is anticipated that service success measures and aspirations will be identified in the Fire and Rescue Plan, Integrated Risk Management plan and Directorate Plan. These will then then devolved to station/departmental level via Business Panning and Station Planning for Performance Targets and outcomes, and then on to Appraisals for personal objectives. It is understood that there is a journey to take to reach the success measures and aspirations identified in the plan, therefore we will conduct annual target setting reviews with the accountable directors.
4. Performance against these Service Measures will be highlight where we need to drive performance improvement and reduce risk. The performance will be reported monthly and in-depth quarterly, for the Service Leadership Team and the PFCC. The Monthly and Quarterly performance reports provide two difference functions to the service.

* **Monthly Performance Reports** will be styled as snapshots of performance. These will be designed to support the management team in identifying where performance has not met targets levels and facilitate discussion and mitigating actions.
* **Quarterly Performance Reports** will be more in-depth, not only measuring the performance against the targets, but incorporating analysis, detail actions/action plan taken to improve performance, identification of areas of best practice and look into Essex’s performance on a Family Group and National Level. Reports will need to be produced quickly to ensure that actions plans are timely and relevant.

1. It is anticipated that the review will be implemented over 9 months, at which point the first quarterly report will be ready. The work plan is attach in Appendix A.
2. In order to meet this deadline, recruitment of a fixed term specialist is essential. This is already budgeted for in the Performance and Data team headcount. This role will lead on the development of the performance measures, including targets setting, identification of data sources leading on to the technical development of the measures and production of the report.

# Benefits and Risk Implications

1. BENEFIT: Implementing the new Assurance and Performance Framework will provide a structured approach performance reporting at all levels of the service.
2. BENEFIT: Clear golden thread woven throughout work undertaken in the service.
3. BENEFIT: Ensure that activities are aligned to the Fire and Rescue plan and IRMP priorities, and monitored.
4. RISK: There will be an impact on delivery timescales if the Fire and Rescue Plan publication date is later than December.
5. RISK: There will be an impact on timescales if recruitment of temporary resource takes longer than anticipated.
6. RISK: If data required to produce the measure is not accessible, the performance measure cannot be created. (Highlighted on Department Risk Register SSPE0001 – Risk: Failure to provided performance and analysis for Strategic Decision Making, SSPE0014 Opportunity Risk: Improved decision making)
7. The development of an Assurance and Performance Framework supports the Service in exploiting Strategic Opportunity and mitigating corporate risk as follows;-
   1. SRR150006 – Opportunity - Reacting in an agile way to changes in our environment – By clearly monitoring our performance, the benefits and threats arsing from changes in our environment could be easier to identify and assess.
   2. SRR150015 – Risk – False on inaccurate data limits future planning and decision making – regular attention to performance management within the proposed framework should improve the speed with which false or inaccurate data is identified.
   3. SRR15004 – Risks – Ineffective Governance leading to a failure to deliver the Essex Fire & Rescue Plan and/or PFCC Local Business Case – A structured approach to performance management should ensure ECFRS can take early action where targets are not being met

# Financial Implications

1. The work outlined within this paper will be delivered using existing budgets.

# Equality and Diversity Implications

1. No equality and diversity implications have been identified at this stage

# Workforce Engagement

1. Key stakeholders will be indentified and engaged throughout the process.

# Legal Implications

1. No new legal implications have been identified at this stage.

**HEALTH AND SAFETY IMPLICATIONS**

1. This could have a positve impact for H&S reporting as part of the ‘Plan, Do, Check, Act’ process referenced within HSG 65

# Appendix A

indicates an action

