

ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY
 Essex County Fire & Rescue Service



Meeting	Performance & Resources Board	Agenda Item	
Meeting Date	29 April 2019	Report Number	
Report Author:	Assistant Director – Business Planning and Performance		
Presented By	Rick Hylton, Deputy Chief Fire Officer		
Subject	Performance and Assurance Framework		
Type of Report:	Decision		

SLT 23.04.2019; SLT AGENDA ITEM 5D; SLT PAPER REF 19-113

RECOMMENDATIONS

1. The Service Leadership Team endorse the Performance Framework set out in this paper and approve the submission of the paper to Performance and Resource Board.

SUMMARY

2. Essex County Fire and Rescue Service performance and assurance framework has been reviewed following the publication of the first Fire and Rescue Plan. This is to ensure that the service can monitor the performance against the Fire and Rescue Plan as well as continuing to monitor performance against the current Integrated Risk Management Plan (IRMP).
3. The Fire and Rescue Plan sets out strategic outcome measures, these measures are high level outcome measures. These measures will be monitored at a Service level at the Continuous Improvement Board and reported quarterly to the Service Leadership Team and Performance and Resource Board.
4. Each Strategic outcome measure has a second tier of information/supporting/process monitoring measures which will provide context to the strategic measure. These measures will be monitored at the Continuous Improvement Board and reported quarterly to Service Leadership Team and Performance and Resource Board.
5. The reporting will enable the Police Fire and Crime Commissioner to focus on performance of the Service. The Performance and Data team will continue to utilise the full capacity of its Business Intelligence Reporting Tool (BIRT) to ensure that performance can be monitored monthly at Group / Department level as well as at Station/Teams.
6. Meetings have been held with the Office of the Police Fire and Crime Commissioner in the production of the Fire and Rescue Plan, to ensure alignment of their performance metrics to the ECFRS performance and to National Benchmarks.

7. The suite of performance measures as seen in Appendix A will be reviewed throughout the year, as part of the embedding of the new Fire and Rescue Plan Measures and the formulation of the new IRMP. This will ensure that the performance is monitored across all functions within the Service.

BACKGROUND

8. The Essex County Fire and Rescue Service Performance Framework has been reviewed following the publication of the first Fire and Rescue Plan.
9. The review has been conscious that the Service will need to report progress against the Fire and Rescue Plan from 1 April 2019, but also continue to report progress against the IRMP 2016 – 2020.
10. It is proposed that one report is produced providing performance against both Fire and Rescue Measures and Service Measures. The “Fire and Rescue Plan measures” report progress against our Strategic Outcome Measures. The inclusion of the Service measures will provide both context and assurance to the PFCC on progress towards the Fire and Rescue plan as well as clear reporting against our IRMP.
11. The suite of performance measures will be reviewed throughout the year, as part of the embedding of the new Fire and Rescue Plan Measures and the formulation of the new IRMP. This will ensure that the performance is monitored across all functions within the Service.
12. Targets will only be set where it is appropriate to do so. It is proposed that Performance will be monitored in one of three ways
 - Targets – target set
 - Monitoring - no targets, data and information are provided for monitoring purposes
 - Tolerance - Performance against upper and lower tolerance levels based on last three years’ performance. Appendix B explains this in more detail.
13. The table in Appendix A shows the measures proposed for the new Quarterly Reports starting following Q1 2019/2020. The table shows the following
 - Fire and Rescue plan priority
 - Strategic Outcome measure description
 - Second Tier measure description
 - Reporting frequency
 - Performance monitoring approach - whether the measure will have a target, be monitored or have tolerance levels
 - Notes

GOVERNANCE

14. As part of our improved Performance Management Framework the Service is establishing a Continuous improvement Board to develop and embed continuous improvement as part of its culture. Ensuring that suitable progress is being made against organisational and national priorities and that resources are being effectively and efficiently utilised.

Terms of reference for the Board are attached as Appendix C.

PERFORMANCE REPORTING

15. The PFCC will continue to receive monthly highlight and exception reports and quarterly monitoring and analysis reports via the Performance and Resources Board. The end of year performance report will be submitted to the Performance and Resources Board and the Police, Fire and Crime Panel.
16. ECFRS will be able to continue to monitor performance and capture commentary at station/team/group/department level via the Business Intelligence Reporting Tool (BIRT).

TIMELINE

17. The timeline for preparation, contribution and publication of quarterly Performance reports is shown in Appendix D.

NEXT STEPS

18. 2018/19 Performance Reporting will close using the previous performance framework following Q4 and End of Year reporting.
19. The Performance and Data team will be meeting with managers within the organisation to identify owners of the measures, review local trends, national trends and average figures from the last three years. A further report will follow in June to propose owners and targets for the measures that will be monitored using targets.
20. Reporting for Q1 2019/20 will be aligned to the new Performance Framework.

BENEFITS AND RISK IMPLICATIONS

21. The Fire and Rescue national Framework for England states ' Fire and rescue authorities must make their communities aware of how they can access data and information on their performance. Quarterly performance reports will be published.

FINANCIAL IMPLICATIONS

22. None identified at this time.

EQUALITY AND DIVERSITY IMPLICATIONS

23. None identified at this time.

WORKFORCE ENGAGEMENT

24. Engagement with the Police Fire and Crime Commissioner, the Office of the Police, Fire and Crime Commissioner and the Service Leadership Team has been key to the development of the Performance Framework.

The Performance and Data team will be to meeting with managers within the organisation to identify owners of the measures, review local trends, national trends and average figures from the last three years.

Further workforce engagement will be undertaken following approval of the framework to ensure the new approach is embedded.

LEGAL IMPLICATIONS

25. None identified at this time.

HEALTH AND SAFETY IMPLICATIONS

26. None identified at this time.

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