

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

23 JULY 2012

1. **CORPORATE PERFORMANCE REVIEW ARRANGEMENTS**

Report of the Chief Fire Officer.

RECOMMENDED

THAT the Scrutiny Committee note the current arrangements in place to monitor, challenge and report on the performance of our Corporate Strategy – The Plan.

2. **PURPOSE OF REPORT**

This report is submitted to inform Scrutiny Members of the current Corporate Performance Review process and meeting arrangements.

3. **BACKGROUND**

3.1 Corporate Performance Review meetings were established in July 2010 to provide a single forum for the strategic review of the ongoing performance and progress against the 'The Plan'.

3.2 Corporate Performance Review Meetings are attended by Directors and Senior Managers within the Service. The meetings provide a cross functional approach to managing, monitoring and reporting performance at a corporate level. The Lead Member for Performance has also attended these meetings, to enable him to be fully briefed on performance prior to the Audit and Performance Committee meetings when the updates were presented. The Lead Member for Performance also attended target setting meetings which have taken place annually.

- 3.3 Prior to the introduction of Corporate Performance Review meetings, performance was reviewed in a number of different forums. However; this approach was not integrated and did not consistently provide challenge and discussion from a cross section of senior managers.
- 3.4 Appendix 1 provides a brief overview of the purpose and content of Corporate Performance Review meetings.
- 3.5 Appendix 1, diagram 2, demonstrates how these meetings fit into the planning and performance management structure in the Service.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out. The matters contained in this report do not lead to a policy change.

5. **LEGAL IMPLICATIONS**

The course of action recommended in this report does not raise issues which should be drawn to the attention of the Authority's Monitoring Officer.

6. **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

BACKGROUND PAPERS

Review of the Corporate Performance Review process – March 2012

VIJ RANDENIYA
CHIEF FIRE OFFICER

WEST MIDLANDS FIRE SERVICE
Corporate Performance Reporting Arrangements
Briefing Paper – July 2012

Purpose:

To provide the Scrutiny Committee Members with information about the current arrangements in place to monitor performance and report against our Corporate Strategy – The Plan. Diagram 1, demonstrates the portfolio of activity which is managed through the Service to achieve the objectives and outcomes outlined in The Plan.

Source:

Strategic Performance, Improvement and Risk Team (SPIRIT)

Background

Corporate Performance Review Meetings are attended by directors and senior managers within the Service. The meetings provide a cross functional approach to managing, monitoring and reporting performance across the Service. The Lead Member for Performance also attended these meeting to enable him to be fully briefed on performance prior to the Audit and Performance Committee meetings when the updates were presented.

Prior to the introduction of corporate performance review meetings, strategic performance was reviewed in various forums and reported to Authority separately. This was disjointed, did not provide an integrated approach and did not enable managers, directors and authority to monitor, challenge and discuss performance against The Plan in one forum.

Corporate performance review meetings take place on a quarterly basis, with a month's lag in reporting. The director responsible for SPIRIT currently chairs these meetings however previously, the Deputy Chief Fire Officer has chaired. A summary of performance and key issues following the meeting have been reported to Audit and Performance Management Committee and updated via the responsible member at Executive Committee. This will change from 2012/13 onwards as the summary report will be submitted to the Scrutiny Committee.

Key Points

The purpose of the corporate performance review is to monitor and review the:

- Corporate Strategy (The Plan) and any supporting strategies & plans.
- Utilisation of resources and capacity.
- Management of cross cutting issues.
- Delivery of Service performance, ensuring that the strategy remains relevant and effective by making changes as necessary.
- The sharing of working practices, knowledge and experience in support of joined up working.

Inputs to these meetings include:

- Performance information and data against corporate performance indicators and related corporate (level 2) action plans
- Performance against change programmes and projects (both the above deliver the priorities and outcomes in The Plan)
- Ongoing developments and changes within our Corporate Risk and how these impact on our ability to deliver outcomes and priorities in The Plan. Under the new committee arrangements this information will be part of the Audit Committee agenda.

Critical to performance reporting is being able to review the value of our services and activities, considering what resources have been invested and what outputs/outcomes have been achieved against this.

Constructive and open challenge amongst members of the meeting is key to maintaining a healthy approach to performance review and for alleviating any barriers to progress.

Core service delivery and service support functions are represented through the respective director and strategic manager . Where appropriate, other staff can be invited to the meetings to present performance and provide advice. These arrangements aim to provide an effective and cross functional challenge, review of progress and should enable a speedier approach to resolving any issues.

Objective owners/leads present the current status of progress against corporate performance indicators and strategic objectives as well as future looks. There is opportunity for the chair and meeting attendees to challenge performance, holding each other accountable for progress, or lack of. Where barriers to progress exist, these will be highlighted, discussed and addressed within, or outside of the meeting.

Corporate Risk is also reviewed as changes in any of these risks has the potential to significantly impact on our ability to achieve priorities and outcomes set out in The Plan.

Outcomes and actions from the corporate performance review process are, where appropriate, fed back into the organisation, with the potential to change the direction set in The Plan, and therefore the detail of more local work plans and IPDRs. Diagram 2, details the reporting structure and roles and responsibilities.

A review of the corporate performance reporting process was undertaken and completed by SPIRIT in March 2012. A number of recommendations were made with the aim of identifying where areas of strength and improvement can be built upon, to develop these meetings further, thereby maintaining a focus of reviewing performance against The Plan, but also ensuring value for money in approach and outcomes. This review report is available on request.

The Corporate Performance Review process provides the following outcomes:

- Identification, discussion and where possible resolution of issues between objectives
- Sharing of learning from practice
- Tracking progress of objectives and resolution of barriers to progress, particularly resources
- Governance around 'The Plan'
- Development of areas such as linking cost to performance, performance management system, corporate indicators and planning
- Encouragement of cross functional working

Whilst performance monitoring and reporting at directorate, functional, team and individual levels is not governed centrally, it is expected that performance management processes will exist at these levels within the organisation. Sound performance management at all levels within the Service will enable effective reporting at a strategic level.

How can this support the role of the Scrutiny Committee:

- The output from corporate performance review meetings will provide the Scrutiny Committee with a quarterly overview of performance against 'The Plan', as well as the opportunity to challenge/question/explore areas of performance further.
- Strategic managers who have attended and provided updates are accountable for performance in their areas and should be well briefed if required to attend Scrutiny Committee, or if further information is needed.
- This approach provides a decision making forum where cross functional issues can be discussed and taken forward effectively.
- Corporate performance review meetings are managed by SPIRIT and as such, members will have access to a coordinated suite of information and reports prior to and after each meeting.

Next Steps

Scrutiny Committee to consider the current approach to corporate performance review and the way in which information from this is reported into the Scrutiny Committee meetings and the expectations from Scrutiny Members.

Author

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Diagram 1

Management of 'The Plan'



Diagram 2

