

Item 6 Appendix B

## **DORSET & WILTSHIRE FIRE AND RESCUE AUTHORITY**

# **Performance, Risk and Business Continuity Management Policy**

The Dorset & Wiltshire Fire and Rescue Authority (DWFRA) is the combined fire and rescue authority for its area, as defined within sections 1 and 2 of the Fire and Rescue Services Act 2004. This document contains the Authority's policy for performance management, risk management and business continuity. It is underpinned by a set of procedures.

**Performance Management** – We put performance management at the heart of everything we do because we recognise this delivers the best outcomes for our communities and allows for effective scrutiny by Members of the Fire & Rescue Authority. It also ensures officers are able to be held to account for delivering the Vision set by the Fire & Rescue Authority.

**Risk Management** – We make sure appropriate risk management arrangements are in place to manage and mitigate threats which may hinder the delivery of our vision and priorities, ensuring we maximise the opportunities that helps us to deliver them. We also make sure good governance is in place and best practice is followed within our risk management by working to the British Standard, ISO 31000:2009 and ALARM (Association of Local Authority Risk Managers?) National Performance Model for Risk Management in Public Services.

**Business Continuity** – We are committed to making sure appropriate Business Continuity arrangements are in place to build resilience and capability to maintain an effective operational response and any other critical business processes, to safeguard the interests of our communities and stakeholders. Through working to the principles set out in the British Standard, BS ISO 22301:2012 25999 "Business Continuity Management System" and the Business Continuity Institute (BCI) "Good Practice Guidelines 2013" we can ensure good governance and best practice throughout our Business Continuity arrangements.

### **Why is this policy needed?**

**Performance Management** – Effective performance management ensures the delivery of outcomes that benefit the community. It allows for effective scrutiny by Members and Officers and internally, through a clear assurance process which ensures accountability, based on reliable data and information that is used to support clear decision making.

Everyone has a role in managing performance and we demonstrate a clear link from risk assessed strategic planning through to the performance of every member of staff. We manage this through a transparent assurance process where our Members provide challenging scrutiny for the benefit of their local communities. We have good performance information systems and data control so data is accurate and timely.

Our performance framework allows us to:

- improve our services to our Communities
- motivate our people
- meet Government expectations
- deliver shared outcomes with our key stakeholders
- demonstrate Value for Money.

Assurance of these arrangements is provided through our performance framework.

**Risk Management** – Our Risk Management arrangements allow us to understand, evaluate and take action (when necessary) to increase the probability of success and reduce the likelihood of failure.

By successfully managing our risk, we:

- ensure the Authority and Service achieves its vision and priorities by identifying relevant risks
- make sure risks to the Authority and Service are minimised or reduced
- provide assurance on the continuing effectiveness of the Authority and Service
- protect the Authority and Service and stakeholders from negative events
- improve decision making by Members and Officers
- assist managers and Members to improve the Service
- protect and strengthen our corporate image
- ensure legal compliance

Our approach to risk management is aligned to other arrangements including:

- strategic planning
- financial planning
- policy making and review
- performance management
- programme and project management
- partnership working.

We provide assurance of these arrangements on an annual basis via the Statement of Assurance, with the management of our strategic risks forming part of the Annual Governance Statement.

**Business Continuity** – The Civil Contingencies Act 2004 (CCA) identifies fire and rescue authorities as “Category 1 Responders”. As a result, the Authority has the following duties as a Category 1 Responder under the CCA:

- Assess the risk of emergencies occurring and use this to inform contingency planning.
- Put in place emergency plans.
- Establish arrangements for business continuity management.

## Performance, Risk and Business Continuity

- Introduce provisions to provide information to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.
- Share information with other local responders to enhance co-ordination.
- Co-operate with other local responders to enhance co-ordination and efficiency.

A business continuity arrangement enables us to identify the potential impact of a business failure and allows us to formulate and implement strategies to mitigate its effect to ensure we are able to continue to deliver our statutory functions. This provides assurance to the Authority that:

- potential critical risks are understood
- options to reduce or eliminate critical risks are considered
- an effective series of exercise arrangements to reduce critical risks have been undertaken
- audits and self- assessments of business continuity processes has taken place.

Our business continuity arrangements ensure we:

- minimise the impact of disruption and continue to provide critical services to our communities
- improve our infrastructure to reduce the likelihood of disruption
- utilise our staff and other resources effectively
- minimise waste and damage to Service assets
- return the Service to its normal pre-incident state as soon as possible
- comply with our duties under the Civil Contingencies Act 2004.

To provide assurance to key stakeholders, we review business continuity arrangements on an annual basis and include the findings within the annual Statement of Assurance.

### **How we will meet the above requirements?**

**Performance Management** – Performance Management is defined as a set of management processes, supported by information technology, which helps to improve the management, strategy execution, and decision making in organisations.

Performance management processes help us to define strategic objectives, measure performance, analyse, and report performance, evaluate real outcomes delivered to our communities and achieve consistency in how our staff contribute towards our organisational culture.

Our processes are built around a small number of key principles. These are:

1. Principle 1: Performance management delivers effective and sound governance and drive real change for our communities.
2. Principle 2: Performance management provides effective Member and Officer scrutiny and evaluation.
3. Principle 3: Performance management delivers continuous improvement.
4. Principle 4: Performance management is supported by simple and easy to use systems.

## Performance, Risk and Business Continuity

The processes are set out in our Performance, Risk and Business Continuity procedure. Meetings to support delivery are included within the Corporate Calendar and a set of framework agendas is included within the Meetings and Briefings procedure.

**Risk Management** – Risk Management is based on an integrated approach that supports everything we do from strategic assessment through the planning process to delivery. It is part of every framework agenda and all reports contain a risk assessment. We take practical approach which:

- enables innovation and learning and not stifling them
- makes sure those who create risks manage them responsibly and with clear accountability
- provides an overall benefit to our communities by balancing benefits and risks, with a focus on reducing significant risks.

We will deliver effective risk management by working to the principles set out in British Standard BS ISO 31000:2009 and delivering this within the Risk Management Procedure.

**Business Continuity** – The Authority will also follow the principles set out in British Standard, BS ISO 22301:2012 25999 "Business Continuity Management System" and the Business Continuity Institute (BCI) "Good Practice Guidelines 2013".

We recognise that business continuity planning focuses on four key elements that may disrupt and prevent us from delivering our core service to the public. We will structure our planning around these four elements:

1. People
2. Premises
3. Vehicles and Equipment
4. ICT and Communications.

### **Success of the Policy – How is this Policy assured?**

**Performance Management** – Policy success will be realised when the Service has effective assurance and scrutiny processes in place that result in continuous improvement and the delivery of the Authority's vision and the outcomes that are set out in the Community Safety Plan.

We will provide assurance and reporting of performance through our Initial Governance Arrangements. In addition:

- Once a year we will review the effectiveness of this policy and publish the results within the Annual Statement of Assurance.
- An annual internal audit of the performance management arrangements will be conducted.
- We will provide effective training and continued support for staff and Members of the Authority.

**Risk Management** – We assure this risk management policy through the following methods:

- An annual review of the policy and related procedures. An assurance of their effectiveness is included within the annual Statement of Assurance, with the management of our strategic risks forming part of the Annual Governance Statement.

## Performance, Risk and Business Continuity

- An annual internal audit of the risk management arrangements.
- Making sure our procedures and other documentation are consistent and comply with Service standards and best practice.
- Carrying out maintenance, audits and reviews on the effectiveness of our arrangements.
- Effective training and continued support for Members and Officers.

**Business Continuity** – This Business Continuity policy will be assured through the following methods:

- An annually review of the policy and underpinning procedures. An assurance of their effectiveness is included within the annual Statement of Assurance.
- Making sure procedures and other documentation are consistent and comply with Service standards and best practice.
- Carrying out maintenance, audits and reviews on the effectiveness of our arrangements.
- Undertaking periodic rehearsals and exercises of our business continuity arrangements.
- Effective training and continued support for Members and Officers.

### **Review Date**

This policy will be reviewed at least every three years or will be brought back to Members if requirements change.