



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 18/25

MEETING	Finance & Governance Committee
DATE OF MEETING	31 July 2018
SUBJECT OF THE REPORT	Local Performance & Scrutiny Committee Performance Reporting: Member Working Group Terms of Reference
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For approval
EXECUTIVE SUMMARY	<p>At the Members Seminar which followed the 6 June 2018 Dorset & Wiltshire Fire and Rescue Authority meeting, a discussion took place on how Officers were developing their approach to performance management.</p> <p>This included the use of key performance management software which has the potential to support the scrutiny of performance at the local (constituent authority) level.</p> <p>However, the system requires further development and it was agreed that a Member Working Group would be established to support this work.</p> <p>This paper sets out and proposes key points, which are to ensure the right balance between the level of detail reported and the ability of Local Performance & Scrutiny (LPS) Committees to appropriately scrutinise, and be assured of, Service performance against key indicators.</p>
RISK ASSESSMENT	None for the purposes of this report
COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report
BUDGET IMPLICATIONS	None for the purposes of this report
RECOMMENDATIONS	<p>Members are asked to:</p> <ol style="list-style-type: none"> 1. Note the report

	2. Approve the working group Terms of Reference attached at Appendix A
BACKGROUND PAPERS	None for the purposes of this report
APPENDICES	<u>Appendix A – Working Group Terms of Reference</u>
REPORT ORIGINATOR AND CONTACT	Name: Jim Mahoney Director of Community Safety Email: james.mahoney@dwfire.org.uk Tel: 01722 691387 / 07850 945317

1. Introduction

- 1.1 The Authority has a clearly stated vision. To ensure we achieve this the Authority has developed priorities that are reflective of our statutory responsibilities and the opportunities we see for contributing towards broader community outcomes aligned to our public-sector partners' plans.
- 1.2 Our strategic assessment of risk uses common sources of data and intelligence to make sure we have a consistent understanding of what partners mean by vulnerability, risk, threat and harm. We are also focused on encouraging our partners to work more closely to align strategic plans, and the way they are evaluated, to ensure delivery of services becomes more integrated.
- 1.3 The Community Safety Plan sets out the Authority's ambition over the next five years. It has five priorities:
 - Making safer and healthier choices
 - Protecting you and the environment from harm
 - Being there when you need us
 - Making every penny count.
 - Supporting and developing our people.
- 1.4 Each of the strategic priorities is supported by four Key Lines of Enquiry (KLOE). To ensure that the current performance position is well understood, each KLOE has a baseline assessment against three levels – Developing, Established and Advanced. The KLOEs pose specific questions against which performance is judged using key performance indicators and evidence based commentary provided by managers. This is complimented by our evaluation framework. Our Service Delivery Plan includes key activities and projects that form the basis of our approach to performance management at an individual, team, departmental and directorate level. This is managed through our electronic performance management system Sycle. Sycle enables us to track progress and to report in a transparent and clear way.
- 1.5 Under these arrangements, the four Local Performance & Scrutiny Committees consider and scrutinise performance against the first three priorities which are:
 - Making safer and healthier choices
 - Protecting you and the environment from harm
 - Being there when you need us.
- 1.6 While the Finance & Governance Committee review performance against priorities 4 and 5 which are:

- Making every penny count
- Supporting and developing our people.

1.7 The Service continually seeks to improve its approach to performance management and supporting systems such as Sycle, which are developing all the time.

2. Sycle Performance Management System Development

2.1 Sycle is the electronic performance management system through which performance is captured, monitored and ultimately managed.

2.2 Management teams, up to and including the Strategic Leadership Team (SLT), use Sycle to monitor performance. The system has been developed to include a 'dashboard' approach that provides an 'at a glance' view of the key performance indicators.

2.3 This development has helped to streamline the performance management process and reduce the need for significant paper based performance reports. Sycle allows for in depth reviews of performance data.

2.4 Members will already have a degree of familiarity with the approach as they have access to an overarching, high level, dashboard already which is also accessible by the public.

2.5 It was suggested during the update on performance management given at the Members Seminar on 6 June 2018, that the current Members dashboard could be further developed into a supporting tool for the Local Performance and Scrutiny Committees and ultimately, the Finance & Governance Committee.

2.6 The development of a dashboard approach for these committees will need to balance the right amount of detail with the ability for Members to appropriately scrutinise performance and therefore be assured the Service is where it should be against its key delivery plans.

2.7 Members agreed at their seminar to support this development through a Member working group with terms of reference to be agreed by the Finance & Governance Committee at its meeting on 31 July 2018.

3. Summary and Key Points

3.1 The Service approach to performance management is subject to continuous improvement and officers have developed a dashboard approach to help streamline the whole performance management process.

- 3.2 The dashboard approach could be further developed to support efficient Member scrutiny.
- 3.3 To that end, members supported the establishment of a working group to further develop Cycle for use at Local Performance and Scrutiny and Finance & Governance Committees.
- 3.4 Appendix A details the terms of reference for the Members' working group.

July 2018

Appendix A

Dorset & Wiltshire Fire and Rescue Authority (Performance reporting and scrutiny)

Members' Working Group (Sycle Development)

Main purpose

The main purpose of the Members' Working Group is to support the development and use of the electronic performance management tool to better meet the needs of Members in terms of committee level scrutiny.

Terms of Reference

1. To review the effectiveness of the current methodology for reporting performance to committee.
2. To provide support and guidance on the development of the Sycle Dashboard.
3. To consider the streamlining of written performance reports to committee.
4. To ensure the requirements of the Local Government Act are built into future performance reporting arrangements.
5. To recommend to the Authority proposals to the Authority's performance monitoring or scrutiny arrangements.

Membership: 10

Local Performance & Scrutiny Chairs (4), Finance & Governance Committee Chair (1), Head of Strategic Planning and Corporate Assurance (1), Director of Community Safety (1), Community Safety Directorate Management Team (3).

Quorum: N/A

Chairman: To be chaired by the Director of Community Safety

Meetings: Initially monthly

Reporting arrangements: To the Finance & Governance Committee and then to the Authority