1.   **West Sussex Fire & Rescue Service (WSFRS) Performance and Assurance Framework (PAF)**

1.1 The core purpose of the PAF is to ensure organisational aims and objectives are achieved.

1.2 The purpose of the WSFRS PAF is to provide structure and governance arrangements that will enable the service to measure, monitor and manage outputs and outcomes in a timely manner. This will allow the organisation to respond and make informed decisions to ensure that the statutory obligations and functions plus the fire authority's strategic commitments are being successfully scrutinised and delivered

2.   **The Recommended Performance and Assurance Framework (PAF)**

2.1   Strategic Ownership

2.1.1 The strategic owner of the PAF will be the Chief Fire Officer (CFO). This will ensure that the approach always complements other scrutiny arrangements of the Council. It will also ensure a direct route to discuss performance with fellow Council Executive Leadership Team colleagues and the Chief Executive. This will also facilitate meaningful conversations with the Cabinet and Cabinet Member responsible for WSFRS.

2.2   Delivery Ownership

2.2.1 Responsibly for the implementation and effective management for the PAF will be the Deputy Chief Fire Officer (DCFO). This will include Chairing the Strategic Performance Board (SPB) and conducting performance discussions with Heads of Service/Functional Heads. When required, this will also facilitate meaningful conversations with the Cabinet Member responsible for WSFRS.

2.2.2 The PAF is made up of two sections namely:
- Section 1 - How we will measure and monitor performance and
- Section 2 - Where and when the organisation will manage performance

Section 1 – How we will measure and monitor performance.

2.2.3 Managing information at a corporate level i.e. the SPB, the Cabinet and Cabinet Member plus scrutiny will be on a quarterly cycle.

2.2.4 The Council's Executive Leadership Team (via the CFO), WSFRS Senior Leadership Team, Programme Boards and Performance Discussions with the Heads of Service/Functions will meet to manage information on a monthly cycle. Some performance discussions will be subsumed into the agenda of other regular meetings.

2.2.5 In order to provide a detailed picture of performance the service will measure, monitor data and information into the following 4 key sections: Service Provision, Corporate Health, Priority Programmes and Risk.

The above 4 key sections will be defined as follows:

2.3 Service Provision

2.3.1 This section will group together all data, information and measures from across the County Council which will allow the service to monitor how it is doing at delivering against the statutory obligations. It will also cover any internal services provided between teams/departments/functions such as corporate support in relation to HR. This section will also monitor performance of formal and informal Shared Services arrangements provided by or to WSFRS for example the Joint Control Room with Surrey in relation to call receipt and mobilisation.

2.4 Corporate Health

2.4.1 This section will group together all of the data, information on measures from across the County Council which will allow the WSFRS to monitor it is managing its key resources e.g. people and finance

2.5 Priority Programmes

2.5.1 Priority Programmes are identified by the CFO. This section will group together all data, information and measures that will allow WSFRS to monitor progress of discrete areas of work that are designed to deliver a defined outcome which is different to, or improves on current working practices/policies/procedures, in support of delivering statutory responsibilities under strategic commitments of the fire authority. Examples would be a fundamental service review or thematic activity.

2.6 Risk

2.6.1 This section will group together all data and information from across the County Council that provides an assessment of service risks that may impact on the delivery of the service. This will include a combination of top-level risks from functional service plans, projects and strategic risks that could affect the ability of the service to deliver the statutory functions and strategic objectives. This section will also include the data and information from any audit monitoring. This approach will also enhance the current arrangements in relation to WSFRS 'feeding in' to the Council's Corporate Risk Register.

2.7 Measures and Target Setting

2.7.1 Measures will fall into two categories and the data will usually be reported within either **Service Provision** or **Corporate Health**. The two categories are:

- **Core Measures** - measures that provide strong indication of organisational performance directly aligned to the delivery of the Strategic Commitments i.e. Integrated Risk Management Plan
- **Service (Plan) Measures**, supporting measures that provide an indication of performance that are aligned to the delivery of Functional Service Plan objectives which support delivery of the Strategic Commitments and statutory functions.

2.7.2 The relevant lead within the Strategic Leadership Team will own the Core Measures and therefore the resulting targets. To ensure performance can be tracked overtime the majority of the Core Measures could remain consistent for the duration of the Corporate Plan/Integrated Risk Management Plan. However, some measures may only run for one or two years to spotlight an area of concern and encourage more rapid improvement.

2.8   Target Setting

2.8.1 Target owners (identified by the DCFO) will be responsible for assessing the appropriateness of the target and will propose targets with the following factors in mind:
  • Steer given by the Cabinet Member, Cabinet or scrutiny on the strategic direction expectations of the service
  • Previous year's performance against target (i.e. overall direction of travel and improvement journey).
  • Target setting should look (where possible) at a minimum of three and a maximum of ten years of data
  • Changes anticipated in deployment of resource and staff over the forthcoming year
  • Relative performance in comparison with other Fire and Rescue Services
  • Any changing local and/or national requirements or legislation

2.8.2 Targets are set that are intended to improve, maintain performance or enable a managed reduction in performance to support changing priorities.

2.8.3 For some measures, baseline data may not exist. In this case for year one, it is recommended that the data is gathered and monitored with targets set from year two onwards. That said, it could be appropriate for there to be an aspirational target set for year one based above the above points.

2.8.4 Functional Service Plan measures should be contained within the individual plans so that all team members associated with the delivery are aware of the required (and reported) performance.

2.9   Quarterly Reporting – Data versus Managerial Information.

2.9.1 Measures alone are not sufficient to manage performance across the organisation. Additional supporting information is required for all of the four sections, but this is particularly true for **Priority Programmes** and **Risk**.

2.9.2 The general principle for reporting data is that it should enable decision-making and therefore be presented as *managerial information* by placing the data in context, i.e. provide the answer to the question 'So what does that mean?'

2.9.3 The **Service Provision** section will include the following:

  a) Results of the relevant Core Measures and associated commentary

b) Additional information should be included where and when appropriate to support matters arising from Functional Service Plans that require wider discussion and decision making

2.9.4 The **Corporate Health** section will include the following:

a) Results of the relevant Core Measures and associated commentary
b) Human Resources and Health and Safety monitoring reports
c) Financial reports including details of capital and revenue expenditure

2.9.5 The **Priority Programmes** section will only include exception reports, but this must include significant successes as well as failures and potential failures to ensure best practice is shared and celebrated.

2.9.6 The **Risk** section will include the following:

- A copy of the current WSFRS elements of the Corporate Risk Register and where relevant, associated commentary
- Exception Reporting Reports for audits (including Operational Audits). This must include significant failures and potential failures to complete planned deadlines

2.10 Performance Against each Measure

2.10.1 WSFRS should agree the parameters under which performance is measured. This could include the following:

- Target exceeded by more than 10%
- Target met or exceeded by up to 10%
- Target missed by up to 10%
- Target missed by more than 10%
- Not applicable or data accuracy issues affecting confidence in reporting

2.10.2 This would then indicate at a glance whether there is an improvement in performance, maintenance of performance or a decline in performance.

2.10.3 The service can decide and formally record against a risk appetite in terms of whether a target requires mitigation

Section 2 – Where and When the Organisation will Manage Performance

2.10.4 The table summarises **Where**, **Who** and **When** (the frequency) performance will be monitored and managed within WSFRS and the wider Fire Authority, Cabinet Member and Scrutiny Committee(s).

Where and Who will Manage Performance	Purpose	When we will Manage Performance.

Council Fire and Rescue Scrutiny Committee	Based upon performance indicators (PIs) and agreed scrutiny performance areas from within the SPB Quarterly Report, the committee will oversee audit activities and scrutinise performance of the Cabinet and Cabinet Member on behalf of the Fire Authority. This will also include an annual review of performance in preparation for the publication of the Annual Performance Report.	Quarterly
Cabinet	Based upon PIs and areas from the SPB Quarterly Report, the Cabinet will receive a quarterly report. This will be to receive assurance, discuss and scrutinise performance in preparation for attendance at Scrutiny by the Cabinet Member responsible for Fire, the CFO and other officers as required.	Quarterly
Cabinet Member for WSFRS	Based upon PIs and areas from the SPB Quarterly Report, the Cabinet Member will be able to receive a direct meeting with the CFO (supported by other Officers if required). This will be to receive assurance, discuss and scrutinise performance in preparation for Cabinet Meeting and public reporting via Scrutiny Committee and will particularly focus on the agreed scrutiny performance indicators. (N.B. Meets monthly but quarterly consideration from WSFRS around exception reporting for areas of concern identified within the SPB Quarterly Report.)	Quarterly
Executive Leadership Team (ELT)	Based upon PIs and areas from the SPB Quarterly Report, ELT will receive quarterly (or monthly if required) reporting and to received assurance, discuss and scrutinise performance. (N.B. Meets fortnightly but quarterly consideration from WSFRS around exception reporting for areas of concern identified within the SPB Quarterly Report.)	Quarterly
WSFRS Strategic Executive Board (SEB)	Chaired by the CFO. To oversee all audit activities and scrutinise performance on behalf of the Cabinet Member, Scrutiny Committee, wider Fire Authority, Chief Executive and ELT. Purpose is to ensure delivery of statutory responsibilities/functions, common strategic objectives and ultimately the	Monthly

	strategic commitments. Although performance will be discussed monthly, a formal presentation by the Chair of the SPB (DCFO) will take place based upon PIs and areas from the SPB Quarterly Report. The SEB will then agree or amend the SPB recommended corrective actions where necessary to address areas of failure or concern and support or amend the SPB recommend ideas for improving performance.	
Strategic Performance Board (SPB)	This will be chaired by the DCFO. The terms of reference of the SPB is **to lead, support and monitor the effective delivery of the strategic objectives by monitoring under reviewing performance across the four sections/quadrants of Service Provision, Corporate Health, Priority Programmes and Risk** specifically to achieve the following: 1. Monitor Functional Service Plans objectives, PIs and Functional Service Plan Risk Registers. 2. Monitor and review the actions and plans arising from all audits 3. Monitor and review the WSFRS and Corporate Risk Register (presented via the Area Manager for Risk and Improvement) 4. Determined corrective actions where necessary to address areas of failure or concern 5. Consider and recommend actions for improving performance to the SEB. This meeting will be supported by the Performance Manager for WSFRS and the Head of Programme Management for WSFRS plus the Organisational Assurance Support Team.	Quarterly
Programme Boards	The management and progress of projects/programmes will also take place at the SPB reported via the Priority Programmes Quadrant. Prior to the SPB, a monthly Programme Board will meet chaired by the DCFO. This will review a monitor delivery of priority programs and related risk registers. Progress against priority programmes will be presented by the manager responsible and supported by	Monthly

	the Head of Programme Management for WSFRS.	
One-to-one Performance Discussions with Heads of Service/Functions	To be completed by the DCFO and the Assistant Chief Fire Officer ACFO with their direct reports for whom they have line management responsibility. At the beginning of the planning cycle, the DCFO and ACFO will agree in draft the performance targets, outcomes and tolerances with their reports. Once agreed and signed off by the SPB and SEB, the performance targets, outcomes and tolerances will be captured within Power BI (the Council's software solution for data visualisation, analysis and reporting) and then monthly one-to-one meetings and monitoring will take place. The performance information will be presented utilising the Power BI dashboard with associated commentary. The purpose of the one-to-one monthly meetings is to review and monitor individual service plans, Functional Service Plan Risk Registers and to monitor action plans in relation to under performance, areas of failure or concern. The one-to-one meetings will be supported by the Performance Manager for WSFRS.	Monthly