

REPORT REFERENCE NO.	CSCPS/16/5
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	28 SEPTEMBER 2016
SUBJECT OF REPORT	CORPORATE PLANNING FRAMEWORK REVIEW
LEAD OFFICER	AREA MANAGER – STRATEGY AND BUSINESS CHANGE
RECOMMENDATIONS	<p>(a) <i>That the Committee supports the proposed review of the corporate planning framework and;</i></p> <p>(b) <i>That subject to (a) above, the report be noted.</i></p>
EXECUTIVE SUMMARY	<p>The review of the performance measures as directed by the Audit and Performance Review committee and the resignation of key corporate planning staff have presented an opportunity for the Strategy and Business Change function to undertake a fundamental process review.</p> <p>This review will include review of the corporate planning framework including department plans and local community plans. A project will commence in December 2016 and the outcomes will be presented to the CSCP committee with implantation of a new framework in 2017/18.</p>
RESOURCE IMPLICATIONS	None identified
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	None identified
APPENDICES	None
LIST OF BACKGROUND PAPERS	None

1. BACKGROUND

- 1.1 Following the publishing of the strategic plan (Our Plan 2016-2021), the Audit and Performance Review Committee approved a review of the corporate performance measures to better align with the strategic priorities and expected outcomes.
- 1.2 The process of the measures review was presented to the Community Safety and Corporate Planning Committee on 14 April 2016 (Minute CSCPC/15*) refers) as any new measures would potentially affect the development of corporate, department and local plans in the future.
- 1.3 The measures review was conducted between May and September 2016 and a final report has been agreed by the Executive Board with an overview of the proposed measures informally presented to the Audit and Performance Review Committee.
- 1.4 During this period of time the Corporate Planning Manager and a Planning and Consultation Officer left the service for appointments in other organisations.
- 1.5 This combination of factors has led to a fundamental review of the Strategy and Business Change function to ensure that planning and performance are strategically co-ordinated.

2. NEW PERFORMANCE MEASURES

- 2.1 On 19 February 2016 (Minute DSFRA/49 refers), the Authority agreed the current iteration of 'Our Plan 2016-2021' which sets out its three Strategic Priorities, namely:
- Priority 1: Public Safety
 - Priority 2: Staff Safety
 - Priority 3: Efficiency and Effectiveness
- 2.2 The Service is accountable for these priorities and associated outcomes and therefore needs to measure its performance against them.
- 2.3 However, the Service currently only reports performance against eight measures which were originally outlined in the Corporate Plan 2011/12 to 2013/14, plus the rate of staff sickness for Whole-time and non-uniformed personnel.
- 2.4 Seven of these measures are focused on the Services attendance at primary fire incidents (and resulting injuries and deaths). However Fires contribute to just 23% of the incidents that the Service attends and primary fires only 13%.
- 2.5 At its meeting on 11 April 2016 (Minute APRC/35* refers), the Audit & Performance Review Committee concluded that a new set of performance measures was needed which:
- Reflects the Service as a whole,
 - Will encourage positive behaviour, and
 - Is focused on driving improvements in the Services priorities.

- 2.6 The revised set of performance measures recommended are derived from:
- Extensive engagement with the Service to understand priorities including several 'Performance Measures Workshops' held across the three operational commands during the summer of 2015.
 - The retention of existing performance measures where they are still fit for purpose and align with the Strategic Priorities.
 - Research identifying performance measures that other Fire Services are reporting against that fit well with our Strategic Priorities.
- 2.7 They have been developed using the fundamental principle that measures should be aligned to strategy and improvement priorities and not dictated by what is easiest, however the constraints and realities within which the Service operates have been taken account of, in particular:
- The political environment
 - The potential of future inspection
 - Existing measures and government returns
 - The existing data and collection systems
 - The cost of collection
 - The need for Business as usual Management Information

3. **CORPORATE PLANNING**

- 3.1 At an early stage of the measures review a clear opportunity was identified to use any new measures as the base for a revised corporate planning framework.
- 3.2 This, along with the resignation of two key staff members during this period, has allowed for a fundamental review of the corporate planning department and the wider Strategy and Business Change function.
- 3.3 Progress has been made in mapping the actual services the function provides to the organisation which will now be refined into a strategic Service Level Agreement setting out exactly how Strategy and Business Change contribute to the strategic plan.
- 3.4 In terms of corporate planning it is anticipated that this will propose a change to the planning framework and documents produced including department plans and local community plans.

4. **NEXT STEPS**

- 4.1 The new performance measures and the departmental review will inform the requirements of the function including the roles and responsibilities of personnel.
- 4.2 The measures will be used to inform proposed changes in the method of reporting performance and how improvement activity can be planned within the Service.
- 4.3 A new planning framework will be developed for 2017/18 by means of a distinct project commencing in December 2016, the outcomes of which will be presented to the CSCP committee.

5. **RECOMMENDATION**

- 5.1 That the report be noted and that the Committee supports the proposed review of the corporate planning framework.

PETE BOND

Area Manager – Strategy and Business Change