

REPORT REFERENCE NO.	RC/21/13
MEETING	RESOURCES COMMITTEE
DATE OF MEETING	9 SEPTEMBER 2021
SUBJECT OF REPORT	RESOURCES COMMITTEE FUTURE SCRUTINY ARRANGEMENTS & FORWARD PLAN
LEAD OFFICER	DIRECTOR of FINANCE & RESOURCING (TREASURER)
RECOMMENDATIONS	<p><i>That the Committee approves:</i></p> <p><i>(a). subject to any amendments as may be indicated at the meeting, those performance measures identified in Section 2 of this report for monitoring progress against Strategic Priority 4 and its associated policy objectives; and</i></p> <p><i>(b). the proposal at paragraph 2.1 to 2.3 of this report for presenting this information to future meetings.</i></p>
EXECUTIVE SUMMARY	<p>At its ordinary meeting on 29 June 2021, the Authority approved four Strategic Priorities with associated policy objectives. Each of the Strategic Priorities and associated policy objectives were developed in consultation with the Authority at a series of bespoke workshops and Members' Forum discussions.</p> <p>Strategic Priority 4 is 'We are open and accountable, using our resources efficiently to deliver a high performing, sustainable service that demonstrates improving public value'.</p> <p>The main objective of the Resources Committee is "To scrutinise and monitor the effectiveness of Service performance against the Authority approved Efficiency Strategic Policy Objectives".</p> <p>The approved policy objectives relevant to Resources Committee to support Strategic priority 4 are:</p> <p>Priority 4(a) – "We will explore and develop opportunities for collaboration with other agencies, charities and volunteers to enhance our work and deliver efficient and economic services" <i>and</i></p> <p>Priority 4(b) – "We will invest in technology that: supports new ways of working; improves information governance and data sharing; supports interoperability; improves safety and service outcomes; and provides flexibility and increased productivity".</p> <p>This paper makes suggestions of some of the performance measures that the People Committee could scrutinise and monitor against Strategic Priority 4.</p>

RESOURCE IMPLICATIONS	Existing resources
EQUALITY RISKS AND BENEFITS ANALYSIS	N/a
APPENDICES	A. Resources Committee Draft Forward Plan
BACKGROUND PAPERS	Report DSFRA/21/15 (Strategic Policy Objectives 2021-22) to the ordinary meeting of the Authority held on 29 June 2021 (and the Minutes of that meeting).

1. **BACKGROUND AND INTRODUCTION**

1.1. In 2020, the Authority, supported by the Centre for Governance and Scrutiny, undertook an extensive review of its governance structure. Stemming from this, it was felt there would be considerable benefit to the Authority in approving set of clear Strategic Priority Objectives for each year against which the Authority could, using its Committee structure, scrutinise Service performance.

1.2. Proposed Strategic Priority Objectives for 2021-22 were presented to and approved by the Authority at its ordinary meeting on 29 June 2021. These were developed with input from Authority Members at recent Members' Forum meetings and three Member workshops. The four Strategic Policy Objectives approved by the Authority for 2021-22 are:

Strategic Priority 1

Our targeted prevention and protection activities will reduce the risks in our communities, Improving Health, Safety and wellbeing, supporting the local economy.

Strategic Priority 2

Our Operational resources will provide an effective emergency response to meet the local and national risks identified in our Community Risk Management Plan (CRMP).

Strategic Priority 3

The Service is recognised as a great place to work. Our staff feel valued, supported, safe and well trained to deliver a high performing fire and rescue service.

Strategic Priority 4

We are open and accountable and use our resources efficiently to deliver a high performing, sustainable service that demonstrates improving public value.

1.3. In relation to Strategic Priority 4, the following policy objectives relevant to the Resources Committee were agreed:

Priority 4(a) – “We will explore and develop opportunities for collaboration with other agencies, charities and volunteers to enhance our work and deliver efficient and economic services” *and*

Priority 4(b) – “We will invest in technology that: supports new ways of working; improves information governance and data sharing; supports interoperability; improves safety and service outcomes; and provides flexibility and increased productivity”.

1.4. These policy objectives align to the current Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) assessment criteria under the Efficiency Pillar which is:

“How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?”

1.5. This is judged against how well the fire and rescue service uses its resources to manage risk, and secures an affordable way of providing its service, now and in the future.

1.6. At its annual meeting on 29 June 2021, the Authority also agreed Terms of Reference for its Resources Committee with the following main objective:

“To scrutinise and monitor the effectiveness of Service performance against the Authority approved Efficiency Strategic Policy Objectives”.

2. PROPOSED PERFORMANCE MONITORING BY THIS COMMITTEE

2.1. To assist the Committee in adhering to its main objective, the following are proposed as performance measures to be scrutinised and monitored at Committee meetings:

Suggested performance reporting:

	Key Target	Target	Forecast Outturn		Forecast Variance	
			Quarter 1	Previous Quarter	Quarter 1 %	Previous Quarter %
Revenue Targets						
1	Spending within agreed revenue budget	£74.222m				
2	General Reserve Balance as %age of total budget (minimum)	5.00%				
Capital Targets						
3	Spending within agreed capital budget	£12.608m				
4	External Borrowing within Prudential Indicator limit	£25.961m				
5	Debt Ratio (debt charges over total revenue budget)	5.00%				

2.2. The Resources Committee has terms of reference which are interdependent with other committees therefore a general oversight is maintained across all departments.

- 2.3. An additional performance indicator may be:
“to monitor the effectiveness of the Safer Together Programme in ensuring the delivery of benefits realisation across all projects”.
- 2.4. The Committee is invited to consider any additional performance indicators it may feel are appropriate to the role of this Committee. It should be noted that the performance areas agreed by the Committee would be an initial position that may change and adapt as the committee matures and develops.
- 2.5. A forward plan has been developed for the Committee for agreement at the next meeting. Please see a suggested forward plan as attached at Appendix A of this report.

SHAYNE SCOTT
Director of Finance & Resourcing (Treasurer)

APPENDIX A TO REPORT RC/21/13

SUGGESTED RESOURCES COMMITTEE FORWARD PLAN

Q2 2021	Q3 2021	Q4 2022	Q1 2022	Q2 2022
30 November 2021	8 February 2022	18 May 2022	29 July 2022 (provisional)	November 2022
Financial Performance Monitoring	Financial Performance Monitoring	Financial Performance Monitoring (year-end stats)	Financial Performance Monitoring	Financial Performance Monitoring
	Revenue Budget & Council Tax 2022-23			
	Capital Programme 2022-23 to 2025-26			
		Capital Strategy 2022-23		
	Medium Term Financial Plan			
			Reserves Strategy	
		Treasury Management Strategy 2022-23		
Treasury Management Performance 2021-22	Treasury Management Performance 2021-22	Treasury Management Performance 2021-22 (year-end stats)	Treasury Management Performance 2022-23	Treasury Management Performance 2022-23
Red One Performance	Red One Performance and Business Plan 2022-23	Red One Performance (year-end stats)	Red One Performance	Red One Performance
Monitor performance against policy objectives	Monitor performance against policy objectives	Monitor performance against policy objectives	Monitor performance against policy objectives	Monitor performance against policy objectives
	Agree any new Performance Measures based against revised strategic policy objectives for 2022/23			