

## **POLICY AND PERFORMANCE COMMITTEE**

Meeting of the POLICY AND PERFORMANCE COMMITTEE to be held in the Fire Authority Rooms at the Fire and Rescue Service Headquarters, Nissan Way, Barmston Mere, Sunderland on MONDAY, 4 JULY 2011 at 10.30 a.m.

### **A G E N D A**

#### **Part I**

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1.	<b>Apologies for Absence</b>	
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	Report of the Chief Fire Officer (copy herewith).	
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	Report of the Chief Fire Officer (copy herewith).	

6. **District Plans 2011/12**

49

Joint report of the Chief Fire Officer, Clerk to the Authority and the Finance Officer (copy herewith).

**Note:**

**Local Government (Access to Information) (Variation Order) 2006**

The report contained in Part II of the Agenda is not for publication as the Committee is considered likely to exclude the public during consideration thereof as it contains information relating to consultations/negotiations in connection with any labour relations matter arising between the Authority and employees of the Authority. (Local Government Act 1972) Local Government (Access to Information) (Variation) Order 2006, (Schedule 12A, Part I, Paragraph 4).

**Part II**

7. **Minutes**

53

Minutes of the meeting of the Policy and Performance Committee held on 10 January 2011, Part II (copy herewith).

Dave Smith,  
Clerk to the Authority.

Civic Centre,  
SUNDERLAND.

24 June 2011

## **POLICY AND PERFORMANCE COMMITTEE**

Minutes of the meeting of the  
POLICY AND PERFORMANCE  
COMMITTEE held in the Fire Authority  
Rooms, Fire and Rescue Service  
Headquarters, Nissan Way, Barmston  
Mere, Sunderland on MONDAY  
10 JANUARY 2011 at 10.30 a.m.

### **Present:**

Councillor N. Forbes in the Chair

Councillors Huscroft, Jordan and Wright.

### **Apologies for Absence**

Apologies for absence were submitted to the meeting on behalf of Councillor Boyes.

### **Declarations of Interest**

None.

### **Minutes**

7. RESOLVED that the minutes of the meeting of the Policy and Performance Committee held on 13 September 2010 (circulated) be confirmed and signed as a correct record.

## **Quarter 2 (Q2) (April – September) Performance Report 2010/11**

The Committee considered a report by the Chief Fire Officer on the Q2 (April – September) Performance of the Authority against the targets for 2010/11.

(For copy report – see original minutes).

The Assistant Chief Fire Officer advised that the Q2 (April – September) performance continued to improve.

Chris Maude outlined the report on the performance in relation to the National Indicators and local indicators which reflected organisational priorities:-

### **NI49 Number of Primary fires and related fatalities and non fatal casualties (excluding precautionary checks):**

- **NI49i** Total number of primary fires per 100,000 population
- **NI49ii** Total number of fatalities due to primary fires per 100,000 population
- **NI49iii** Total number of non fatal casualties (excluding precautionary checks) per 100,000 population

### **NI33 Arson Incidents:**

- **NI33i** Total number of all deliberate fires per 10,000 population (LI33)
- **NI33iii** Total number of deliberate secondary fires per 10,000 population

### **Emergency Response:**

- **LI5** Number of injuries from all fires
- **LI8.1** Number of accidental fires in dwellings per 10,000 dwellings
- **LI12.1** % of fires attended in dwellings where a smoke alarm was fitted but did not activate
- **LI21** Number of malicious false alarm calls attended
- **LI22.1** Number of false alarm calls due to automatic fire alarms from non domestic properties per 1000 non domestic premises

### **Diversity and Equality:**

- **LI86** % of workforce from ethnic minority communities
- **LI85** % of workforce who are women

### **Absence and Retirement:**

- **LI82** Proportion of working days/shifts lost to sickness absence by all staff

The following key issues were highlighted:-

### **NI49i Number of Primary Fires per 100,000 population (LI29)**

The Authority attended 102.8 (1135) primary fires per 100,000 population by the end of Q2 2010/11, a decrease of 12% (157) compared to Q2 2009/10 (1275).

Based on the forecast end of year performance of 203.8 (2253), the Authority was set to achieve its target of 214.7 (2375) primary fires per 100,000 population by 5% (122).

Despite the district of Sunderland reporting the highest number of such incidents the total number had reduced by 11% when compared against the same period last year.

Councillor N. Forbes noted that the campaign to deliver Home Safety checks to vulnerable groups was having an impact on this indicator and Chris Lowther stated that the training of Community Police Officers in fire hazard/recognition had been beneficial in reducing the number of incidents in Sunderland.

### **LI22.1 Number of false alarm calls due to automatic fire alarms from non domestic premises per 1,000 non domestic premises**

The Authority attended 53.2 (1669) false alarm calls due to automatic fire alarms from non domestic premises per 1,000 non domestic premises during Q2, reflecting a slight decrease of 2% (40) when compared against the same period in 2009/10.

As a result of this performance the Authority was set to improve on the end of year performance reported in 2009/10. However, it was forecast to miss the target of 102.2 (3206) false alarms.

The district of Newcastle had reported the greatest number of such incidents by the end of Q2 2010/11, with 79.2 (738) per 1,000 non domestic premises, an increase of 3% (18) against the same period in 2009/10. This performance was supported through two of the top three (RVI and General Hospital) repeat offenders for such incidents being located within the Newcastle district.

Councillor Huscroft asked if there had been a reduction in the number of false alarm calls since the transfer of services from Newcastle General Hospital to the Royal Victoria Infirmary in Newcastle. Chris Lowther reported that during the building work phase, false alarm calls had been an ongoing problem. The Authority was now working with hospital officers to try and ensure that the system which had considerably more detector heads than the previous one, was able to contain and, ultimately reduce the number of activations.

The Committee noted that the targeted initiatives undertaken in all Districts had had a beneficial impact on the performance indicators.

8. RESOLVED that the Committee:-

- (i) note and endorse the contents of the report; and
- (ii) agree to the publication of the Performance Report.

## **Sunderland District Q2 (April – September) Performance Report Summary 2010/11**

The Chief Fire Officer submitted a report on the Q2 (April – September) performance of the Sunderland district.

(For copy report – see original minutes).

The Assistant Chief Fire Officer advised the Committee that the report had been produced as a prototype and it highlighted performance at district, station and ward level. Such reports could provide Members with a more specific overview of performance relating to their areas.

It was requested that Members consider whether such reports should be produced for the Committee on a regular basis.

Councillor N. Forbes noted that the information would be very useful for Ward Councillors and to share with local strategic partners. It was considered that reports in this format should be produced and shared with Members and partners as appropriate. Whilst it was considered that the level of detail provided by the reports was not routinely required by the Policy and Performance Committee, consideration should be given to incorporating some features of the format into the regular reports.

9. RESOLVED that the report be noted.

### **Provisional Local Government Finance Settlement**

The Committee considered a report by the Chief Fire Officer and Finance Officer on the details of the Local Government Finance Settlement and comments that could be used as a basis for a response to the Government's consultation on their Provisional Local Government Finance Settlement proposals.

(For copy report – see original minutes).

The proposals for the Provisional Local Government Finance Settlement for 2011/12 were announced on 13 December 2010, which included an indicative settlement for 2012/13.

The Government intended to review the current grant system with the aim of implementing a new grant distribution process from 2013/14. Work would commence in January 2011 and would be consulted upon in the summer.

The deadline for making an Authority response to the provisional settlement was 17 January 2011.

The Authority had received an overall reduction in its spending power in 2011/12 of £2.783m equivalent to a 4.69% reduction in its overall resources. In 2012/13 the Authority faced a further reduction of £1.095m to its revenue spending power, which was equivalent to a further reduction of 1.98%.

The Authority's formula grant allocation for 2011/12 had reduced in cash terms by £3.379m to £32.191m compared to the 2010/11 grant allocation of £35.570m which represented a reduction of 9.5% (the floor for Fire Authorities). The grant allocation of £31.096m in 2012/13 had seen a grant reduction of £1.095m equivalent to a 3.4% reduction (again at the floor). These reductions would have been significantly worse had the floor protection not been put in place, as the Fire Authority was the worst affected by the formula grant changes implemented by the Government resulting from their Formula Grant Distribution Review consultation carried out in the autumn.

Councillor N. Forbes highlighted the proposed response to the Settlement. He stated that the Authority was extremely concerned at the very high level of formula grant reductions it was facing at a time when the Settlement was to be back end loaded to give Fire Authorities time to both plan and then implement changes in order to achieve significant budget reductions to the service in the latter 2 years of the Spending Review period (2013/14 and 2014/15). The Settlement indicated that the Tyne and Wear Fire and Rescue Authority was incurring 12.9% reductions in grant funding when the average for the Fire Service nationally was only 6.5%. This position was unreasonable and inequitable and the Fire Authority would need to request that the Government made changes to the Provisional Settlement for both years.

The Authority would urge the Government to reconsider the formula changes introduced and to freeze the previous grant formula methodology in line with the consensus of views across all Metropolitan Fire Authorities that the options for change were detrimental to the grant allocations to Metropolitan Fire Authorities and that grant allocations should not be changed at a time of sweeping cuts in formula grant over the next four years. The representations, made by all Metropolitan Fire Authorities, had not been accepted, but now that the impact of these changes was known, it was inevitable that these unexpected cuts in grant would impact on front line services unless grant funding was increased.

Councillor N. Forbes reported that the Chief Fire Officer and the Chairman of the Fire Authority had arranged a meeting with Bob Neill MP, Parliamentary Under Secretary of State at Communities and Local Government (Fire and Resilience) to discuss the Settlement.

Councillor N. Forbes stated that over the last six years the Authority had pursued a significant programme of transformation and efficiencies. However unless there was a change to the formula grant distribution system then ultimately the overall cuts to the Authority's grant could be over 30% by the fourth year of the settlement.

Councillor Huscroft commented that due to the unprecedented financial crisis whatever Government had been in power there would have been cuts. He was of the opinion that the response to Government should include reference to the Tyne and Wear Fire Authority only and not refer to representations made by all Metropolitan Fire Authorities as they had not all made savings and undergone modernisation programmes.

Councillor N. Forbes stated that the suggested response to the Settlement conveyed that the cuts were not equitable and what the consequences would be for the Authority.

The Chief Fire Officer explained that the current method of basing the Council Tax Freeze grant on the council tax base measure was unfair as this benefited the most affluent areas

of the country to the detriment of the more deprived areas and there would undoubtedly be a detrimental impact on front line services provided by the Authority.

10. RESOLVED that:-

- (i) the report be noted; and
- (ii) the proposed comments in response to the consultation on the Provisional Revenue Support Grant Settlement for 2011/12 be agreed.

### **Draft Revenue Budget 2011/2012**

The Chief Fire Officer, the Clerk to the Authority, the Finance Officer and the Chief Emergency Planning Officer submitted a joint report which outlined the financial position facing the Authority for 2011/2012 and 2012/2013, in light of the recent Provisional Revenue Support Grant Settlement for 2011/2012, 2012/2013 and related matters.

(For copy report – see original minutes).

The Finance Officer highlighted the following areas of the report:-

A report on the Provisional Local Government Finance Settlement 2011/2012 (Item 6) had been considered previously.

The overall funding for the Fire Service nationally had reduced by an average of 6.5% over the two year period. However, due to the detrimental effect of the changes to the formula grant distribution mechanism, the Authority's grant allocation for 2011/2012 had reduced by £3.379m or 9.5% and by £1.094m or 3.4% in 2012/2013 after the application of floor damping.

The Authority faced further significant grant reductions in 2013/2014 and 2014/2015, which could equate to a core reduction of at least 18.5% (making up the overall 25% decrease set out in SR10). However, depending upon the new formula grant distribution mechanism this reduction could be significantly greater.

An updated Medium Term Financial Strategy (MTFS) had been prepared taking account of all supporting Strategies and Plans, as well as Member deliberations and comment regarding the impact of these Strategies and Plans in terms of shaping the services provided by the Authority. The revised summary MTFS, had been included as an Appendix to the report and included the following areas:-

- the mainstream fire and rescue budget prepared on the basis of the Authority continuing to provide the currently approved levels of service;
- the revenue implications associated with the implementation of the Strategic Review of Fire and Rescue Cover;
- the revenue implications associated with the ongoing implementation of the Integrated Risk Management Plan (IRMP);
- the implications of the financial arrangements for firefighter pensions;
- the implications of national and regional initiatives;
- the revenue implications of the capital programme;



- known service pressures identified in detail in the report on the MTFs to the Authority in November 2010.

The Public Private Partnership Scheme was now fully operational. The significant savings envisaged at the inception of the Scheme had accrued, and the planned reduction of Firefighters by natural wastage had enabled an annualised saving to be built into the base budget. The saving for 2011/2012 had been increased to £956,730 reflecting inflationary adjustments.

The Integrated Risk Management Plan (IRMP) 2011/2012 included a series of reviews which, if implemented, could generate significant efficiencies and the potential impact of these reviews had been built into the Medium Term Financial Strategy. These efficiencies would need to be substantial to address the significant funding reductions announced in the Provisional Revenue Support Grant Settlement, 2011/12 and 2012/13.

Under the funding arrangements for the Firefighter Pension Scheme, Authorities retained responsibility for meeting the cost of ill health pension awards. Prudent assumptions had been included in the updated MTFs for ill health retirements.

A number of spending pressures had been identified within the MTFs 2011/2012 to 2014/2015, and reported to the Authority meeting on 22 November 2010, which included:-

- Pay
- General price increases
- Energy prices
- Local Government Pension Scheme deficiency payments
- Fire Control – the Fire Minister had called a halt to the project as the requirements could not be delivered to an acceptable timeframe. Although the project was fully funded by the Communities and Local Government Department, there might be additional pressures due to seconded staff returning to their substantive posts in the Authority;
- Firelink – detailed information was beginning to emerge in relation to this project and it appeared, at this stage, that the position would be cost neutral to the Authority.

In setting the 2010/2011 Revenue Budget, the Chief Fire Officer had continued to undertake a full review of the Authority's operational staffing profile and associated salary structure. Included within this review were assumptions in relation to the number of firefighters in the new or old firefighter's pension scheme as the employer's pension contributions varied. The impact of this review was reflected in the Medium Term Financial Strategy, and would be incorporated into the Revenue Budget for 2011/2012, as this was finalised.

The Revenue Budget 2010/2011 Second Review had reported in November 2010, that uncommitted general balances were estimated to be approximately £3.07 million by 31 March 2011. The report also highlighted a number of specific service pressures, and

work was underway to identify the potential impact that these might have on the level of uncommitted general balances. These pressures included:-

- Firelink
- Local Government Pension Scheme
- Estates Development Strategy

A full financial risk analysis of general balances and major reserves would be undertaken prior to the submission of the final budget proposals to the Authority in February 2011. As part of this analysis, the level of uncommitted general balances would be reviewed in light of the latest Authority decisions and the final budget proposals to be considered by the Authority in February 2011.

The Capital Programme for 2011/2012 was still under consideration and would be reported to Members in February 2011. Given the financial pressures facing the Authority, consideration would be given to the financing arrangements of the Capital Programme in the context of balancing the overall budget position for the Authority and achieving, as far as possible, the agreed objectives of setting a sustainable budget.

The various options available for financing the Capital Programme would be kept under review until the Revenue and Capital Budgets were presented to Members in February 2011, and beyond that, to ensure that the optimum use was made of the available resources.

The detailed Revenue Budget for 2011/2012 would be reported to a meeting of the Authority on 21 February 2011. Presently, the draft budget was approximately £56.53 million.

In relation to the Tyne and Wear Emergency Planning Unit, Councillor Forbes reported that on 17 December 2010 the Tyne and Wear Leadership Group had agreed a proposal to deliver emergency planning and resilience across Tyne and Wear using a Local Authority based approach with some co-ordination at Northumbria LRF level.

After discussion it was:-

11. RESOLVED that:-

- (i) the contents of the report and the draft Revenue Budget position for 2011/2012 and 2012/2013 be noted;
- (ii) the draft revised Medium Term Financial Strategy (MTFS) attached as Appendix A to the report be noted; and
- (iii) the Committee note that the provisional budget proposals will be reported to a meeting of the Authority on 24 January 2011.

(Signed) N. FORBES,  
Chairman.

**REPORT OF THE CHIEF FIRE OFFICER**

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**1 PURPOSE**

- 1.1 This report provides the Q4 (April – March) performance of the Authority against the targets for 2010/11. Members of the Performance and Policy Advisory Committee are requested to consider and scrutinise the contents of this report and provide comments.

**2. The Performance Management Report**

- 2.1 The report has been structured to demonstrate the Authority's performance in relation to the National Indicators (NI's) related to fire and local indicators reflecting organisational priorities. The full suite of Local Indicators has been provided within Appendix A and will be reported in greater detail at the end of the fiscal year.
- 2.2 The report is based on applying performance management against service wide targets that have been set over a three year period as featured within the Strategic Community Safety Plan. However, for the purposes of this report performance is only reported against the target set for 2010/11.
- 2.3 In order to reflect the delivery of services and performance at a lower level this report also contains data relating to district performance. Through the provision of such data the Committee will be able to identify any issues which are contributing to the overall performance of the service and take remedial action if necessary.
- 2.4 To reflect the overall performance of the TWFRS versus other Metropolitan FRS a comparison (where available) has been provided against the average and quartile performance. This level of comparative performance has also been reflected at district level to highlight the performance of each district when compared against themselves.
- 2.5 The performance of each indicator (Appendix A) has been colour coded to reflect the following:
- Forecasted performance against the end of year performance for the previous year
  - Forecasted performance against the end of year target

The following traffic light system has been adopted to highlight the performance related to each of the indicators:



Where the target is likely to be missed by more than 2.5%, the colour is **red**;



Where the projected figure is within - 2.5% of the target, the colour is **yellow**;



Where the target is forecast to be achieved the colour is **green**.



Where no target has been set the cell remains **white**

2.6 The report also contains action plans based on commentary provided by the relevant head of service. This will enable members of the committee to scrutinise the delivery of services in relation to performance and provide those delivering the services to highlight what is being done to improve and react to performance.

2.7 The report is supported by Appendix B that provides greater detail on the performance of the Authority in relation to the outcome of all the measures against their targets and previous performance.

### **3. LEGISLATIVE IMPLICATIONS**

3.1 No additional implications are envisaged.

### **4. LEARNING AND DEVELOPMENT IMPLICATIONS**

4.1 No additional implications are envisaged.

### **5 ICT IMPLICATIONS**

5.1 No additional implications are envisaged.

### **6. FINANCIAL IMPLICATIONS**

6.1 No additional implications are envisaged

### **7. RISK MANAGEMENT IMPLICATIONS**

7.1 The risk management implications associated with the implementation of the performance report have been assessed as **LOW** risk.

### **8. STRATEGIC COMMUNITY SAFETY PLAN LINK**

8.1 The production of the performance report are related directly to the SCSP. The performance measures identified within the performance report are referred to within the SCSP.

### **9. EQUALITY AND FAIRNESS IMPLICATIONS**

9.1 No additional implications are envisaged

9.2 The performance report is available in alternative formats and languages upon request.

**10. HEALTH AND SAFETY IMPLICATIONS**

10.1 No additional implications are envisaged.

**11. RECOMMENDATIONS**

11.1 The Committee is requested to:

- a. Note and endorse the contents of this report.
- b. Agree to the publication of the Performance Report.

**BACKGROUND PAPERS**

The following background papers refer to the subject matter of the above:

- Strategic Community Safety Plan 2010-13
- National Indicator Set





**Performance Report for:  
Policy and Performance Committee (PPC)  
End of Year (April – March) 2010/11**

The following report provides an overview of the Authority's performance during (April – March) 2010/11. Members of the PPC are requested to consider and scrutinise the contents of this report in order for performance to be effectively managed.

The report has been structured to demonstrate the Authority's performance in relation to the National Indicators (NI's) related to fire and local indicators reflecting organisational priorities. The full suite of Local Indicators has been provided within Appendix A and will be reported in greater detail at the end of the fiscal year.

The report is based on applying performance management against service wide targets that have been set over a three year period as provided within the Strategic Community Safety Plan. However, for the purposes of this report performance is only reported against the targets set for 2010/11.

In order to reflect the delivery of services and performance at a lower level this report also contains data relating to district performance. Through the provision of such data the Strategic Management Team will be able to identify any issues which are contributing to the overall performance of the service and take remedial action if necessary.

To reflect the overall performance of TWFRS versus other Metropolitan FRS's a comparison (where available) has been provided against the average and quartile performance. This level of comparative performance has also been reflected at district level to highlight the performance of each district when compared against each other.

The performance of each indicator (Appendix A) has been colour coded to reflect the following:

- Year to date performance for the current year against the same period in the previous year
- End of Year performance for the current year against the end of year target

The following traffic light system has been adopted to highlight the performance related to each of the indicators:



Where the target is likely to be missed by more than 2.5%, the colour is **red**;



Where the projected figure is within - 2.5% of the target, the colour is **yellow**;



Where the target is forecast to be achieved the colour is **green**.



Where no target has been set the cell remains **white**

The report also contains action plans based on commentary provided by the relevant head of service. This will enable members of the PPC to scrutinise the delivery of services in relation to performance and provide those delivering the services to highlight what is being done to improve and react to performance.



The performance report has been divided into the following sections in order to provide a comprehensive overview based on national and local priorities.

### National Priorities:

These reflect the Nation Indicators (NIs) as defined by CLG and remain to be used as a priority by the FRS.

#### **NI49 Number of Primary fires and related fatalities and non fatal casualties (excluding precautionary checks):**

- **NI49i** Total number of primary fire per 100,000 population (LI29)
- **NI49ii** Total number of fatalities due to primary fires per 100,000 population (LI2)
- **NI49iii** Total number of non fatal casualties (excluding precautionary checks) per 100,000 population (LI28)

#### **NI33 Arson Incidents:**

- **NI33i** Total number of deliberate primary and secondary fires per 10,000 population (LI33)
- **NI33iii** Total number of deliberate secondary fires per 10,000 population (LI16)

### Local Priorities:

These reflect the local priorities of the Authority based on previous performance and the goals of the organisation.

#### **Emergency Response:**

- **LI 5** Number of injuries from all fires
- **LI 8.1** Number of accidental fires in dwellings per 10,000 dwellings
- **LI 12.1** % of fires attended in dwellings where a smoke alarm was fitted but did not activate
- **LI 21** Number of malicious false alarm calls attended
- **LI 22.1** Number of false alarms due to automatic fire detection from non domestic properties per 1000 non domestic premises.

#### **Diversity and Equality:**

- **LI86** % of workforce from ethnic minority communities
- **LI85** % of workforce who are women

#### **Absence and Retirement:**

- **LI82** Proportion of working days/shifts lost to sickness absence by all staff

#### **Environmental:**

- **EM5** CO<sub>2</sub> reduction from local authority operations (reported at end of year)

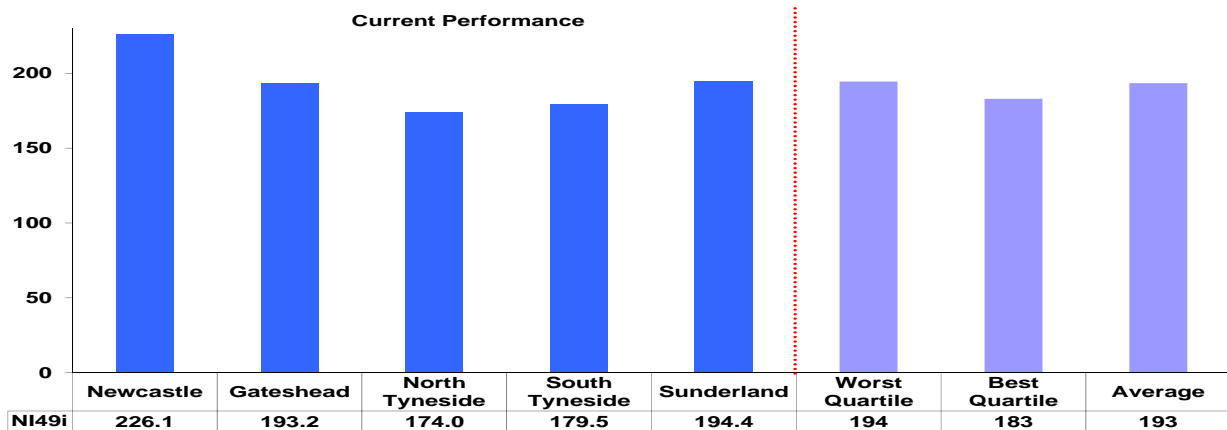
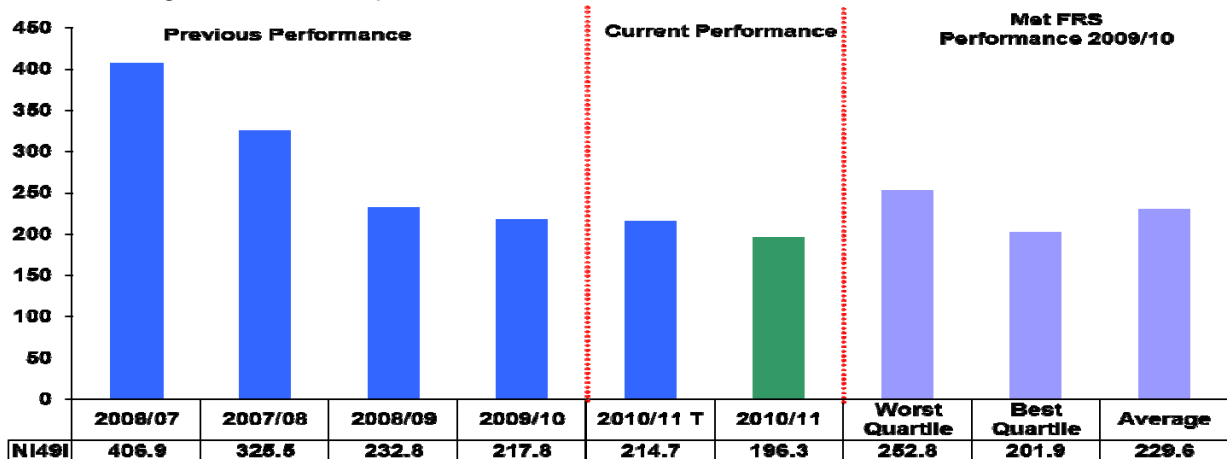
These indicators represent a small proportion of our entire suite of Local Indicators which can be found within Appendix A of this report. The local priorities will be reviewed on an annual basis to take into account the changes in performance and the needs and requirements of the Authority.

## **National Priorities**

Reflecting the National Indicators as previously set by CLG focusing on deliberate fires, primary fires and their associated fatalities and casualties

**NI49i Number of Primary Fires per 100,000 population (LI29):**

The following indicator outlines the performance of the Authority in relation to the number of primary fires attended by the TWFRS. A primary fire is determined by the type of property the incident involves and includes all fires that have resulted in a casualty, including those in property and vehicle fires. For example, a property fire includes a dwelling, non residential, public building, hotel and hospital.

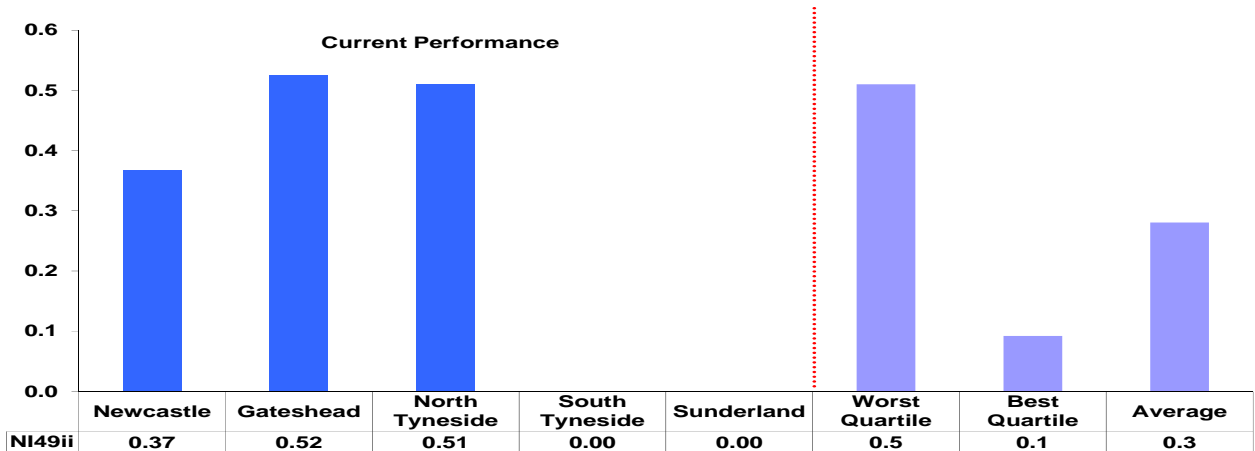
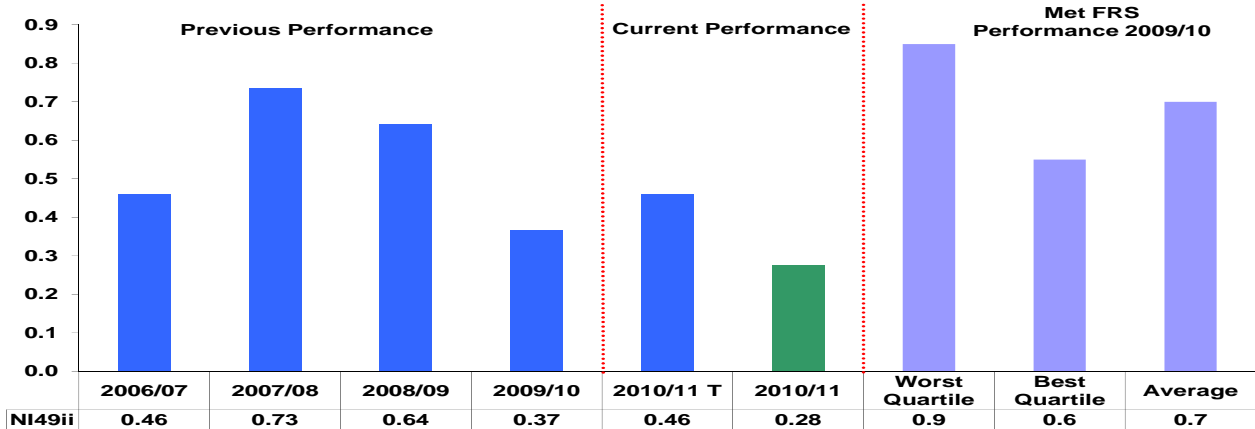


**Key Performance Information:**

- The Authority attended 196.3 (2141) primary fires per 100,000 population by the end of 2010/11. However, the number of attendances during Q4 where comparable to 2009/10.
- Based on the end of year performance of 196.3 (2141), the Authority has achieved its target of 214.7 (2375) primary fires per 100,000 population by 10% (234).
- This performance results in the Authority remaining below the average of the Metropolitan FRS and within the best quartile, reflecting the positive comparison of performance.
- The district of Newcastle has reported the highest number of such incidents, reflecting the high number of attendances in comparison with other districts throughout the year. The district of Newcastle attended the greatest number of such incidents during Q1 with 33% (202) of such incidents igniting in a road vehicle.
- Despite the district of Sunderland reporting the second highest number of such incidents, it reported a reduction of 19% (132) incidents when compared against the previous year.

**NI49ii Number of fatalities due to primary fires per 100,000 population (LI2):**

The following indicator outlines the performance of the Authority in relation to the number of fatalities due to primary fires attended by the TWFRS. A fatality must be recorded as being the result of the fire (or smoke) and includes both accidental and deliberate fires. A death can be attributed to a fire up to three months after the incident occurred.

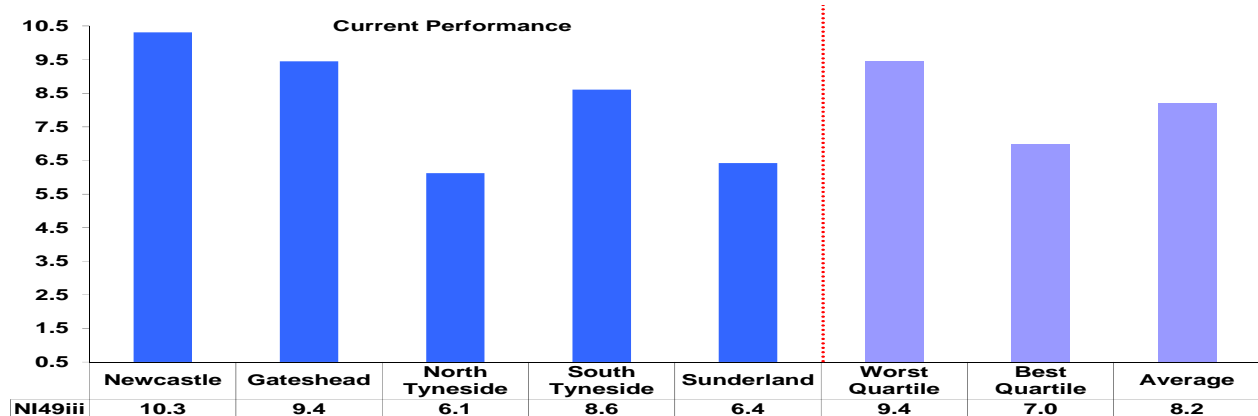
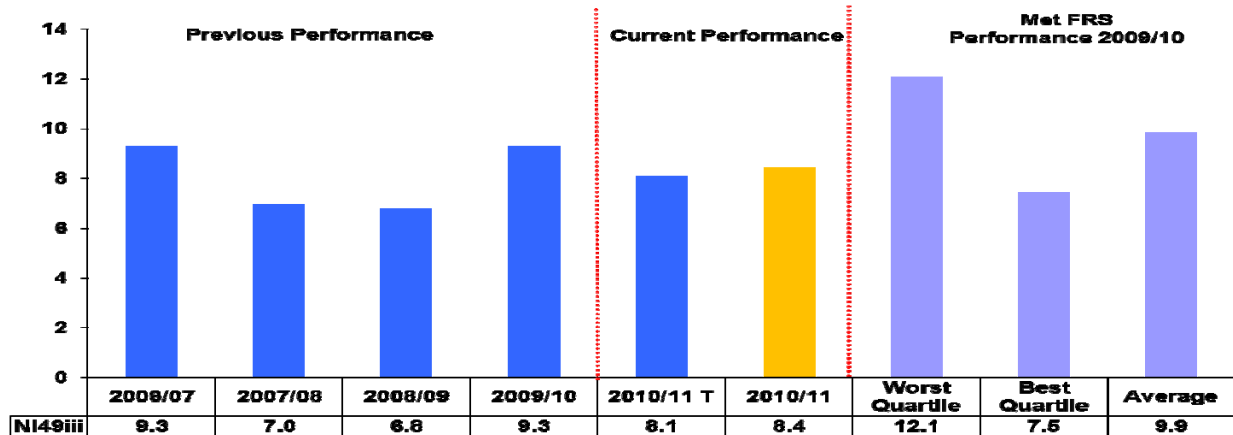


**Key Performance Information:**

- The Authority has reported 3 fatalities from a primary fire during 2010/11, with 2 of these occurring during Q4. Despite these fatalities the performance reflects a reduction of one fatality when compared 2009/10.
- Based on the end of year performance of 0.28 (3) fatalities due to primary fires per 100,000 population, the Authority has achieved its 2010/11 target of less than 0.46 (5).
- As throughout 2008/09 and 2009/10, the Authority has reported performance below the Mets FRS average figure reported of 0.7 fatalities per 100,000 population and remains below the best quartile.
- The 3 fatalities occurred in Newcastle, North Tyneside and Gateshead all from single occupancy dwellings.
- All fatalities from accidental fires have ignited in rooms outside the kitchen since 2007/08.

**NI49iii Number of non fatal casualties (excluding precautionary checks) due to primary fires per 100,000 population (LI28):**

The following indicator outlines the performance of the Authority in relation to the number of non fatal casualties due to primary fires attended by the TWFRS. A non fatal casualty must be recorded as being the result of the fire (or smoke) and includes both accidental and deliberate fires (not RTC's). A precautionary check includes first aid given at the scene of an incident. **It should be noted that recent changes to CLG guidance may have an impact on the performance relating to injuries when compared with the years prior to 2009/10.**



**Key Performance Information:**

- The Authority has recorded 8.4 (92) non fatal casualties (excluding precautionary checks) due to primary fires per 100,000 population by the end of 2010/11, reflecting a reduction of 9% (12) by the end of 2009/10.
- In comparison with the other Met FRS the Authority remains to be below the average of 9.9 casualties. The performance of TWFRS was only bettered by South Yorkshire (5.51) and West Midlands (5.54) in 2009/10.
- The district of Newcastle reported the highest number of such incidents with 9.3 (28) injuries, this is due to an increased number of such injuries (9) during Q4.
- Gateshead reported a high number of such injuries due to their performance in Q1 (9). However, the district reported the least number of such injuries during Q2 (2) and Q3 (1).
- Sunderland reported one of the lowest number of such injuries (18), reflecting the 19% reduction in the number of primary fires report in LI29.

## PPC Performance Report: (April – March) 2010/11

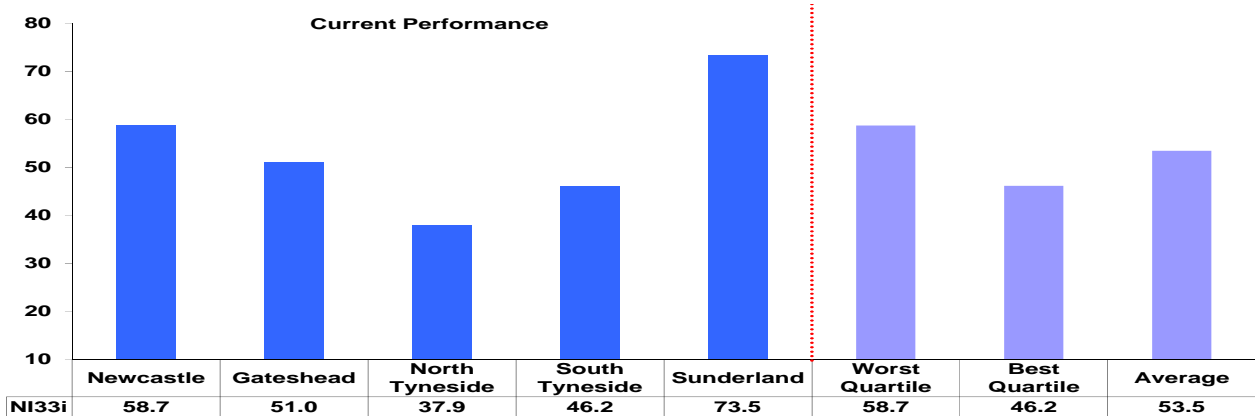
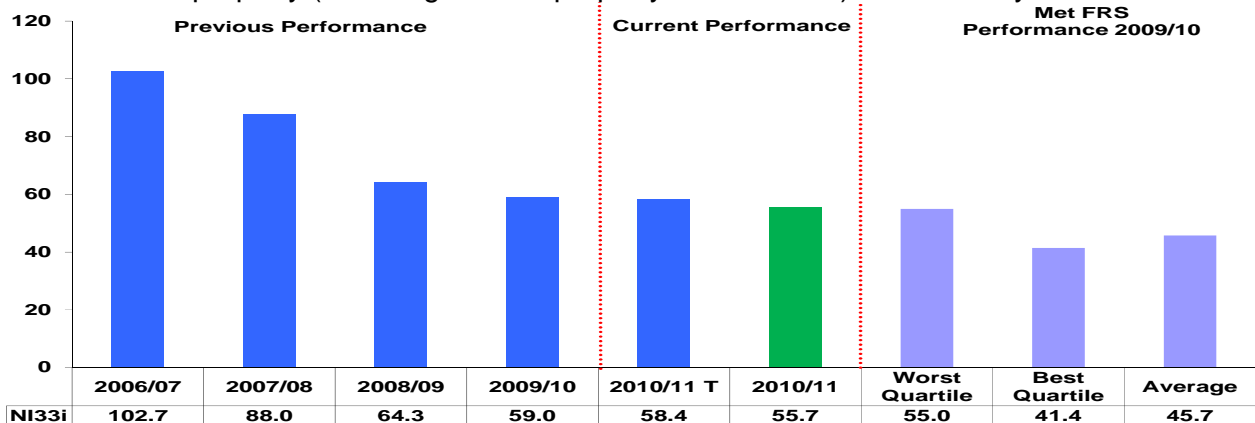
### NI49 - Actions:

The table below highlights the actions that are being taken to address the key performance issues highlighted above. Upon completion of the initiative the action will be taken off the list below:

Initiative	Activity	Success Criteria	Milestones	Delivery Area
<b>NI49</b>				
<b>Home Safety Check Initiative</b>	<b>30,160 Successful HSCs carried out by Operational and P&amp;E staff during 2010/11</b>	<b>Service HSC target achieved. Subsequent reduction in Accidental dwelling fires.</b>	<b>Minimum of 30,000 successful HSCs to be carried out in 2011/12</b>	<b>Service Wide</b>
<b>Smoke alarm fitting by partner agencies.</b>	<b>Partners to fit smoke alarms and carry out HSCs to TWFRS standards.</b>	<b>HSCs carried out and smoke alarms fitted by Gateshead Housing, Your Homes Newcastle, North Tyneside Homes, South Tyneside Homes and Sunderland Telecare Services.</b>	<b>Numbers of HSCs and smoke alarms fitted to be recorded on CFRMIS.</b>	<b>Service Wide.</b>
<b>Domiciliary Care</b>	<b>Work with Carers to identify those at risk of a fire. Train the carers to recognise fire risk and then refer to T&amp;WFRS</b>	<b>Reduction in Deaths, Injuries and Primary fires for the at risk groups.</b>	<b>Any change in trend to be captured in PAG and quarterly performance reports.</b>	<b>Service Wide</b>

**NI33i Number of all deliberate fires per 10,000 population (LI33):**

The following indicator outlines the performance of the Authority in relation to the number of all deliberate fires attended by the TWFRS. A deliberate fire is defined as an incident where the cause of the fire is suspected to be non accidental. This indicator includes fires that are both reported as being a primary and secondary fire. A secondary fire is reported as one which doesn't involve property (including derelict property and vehicles) or a casualty.

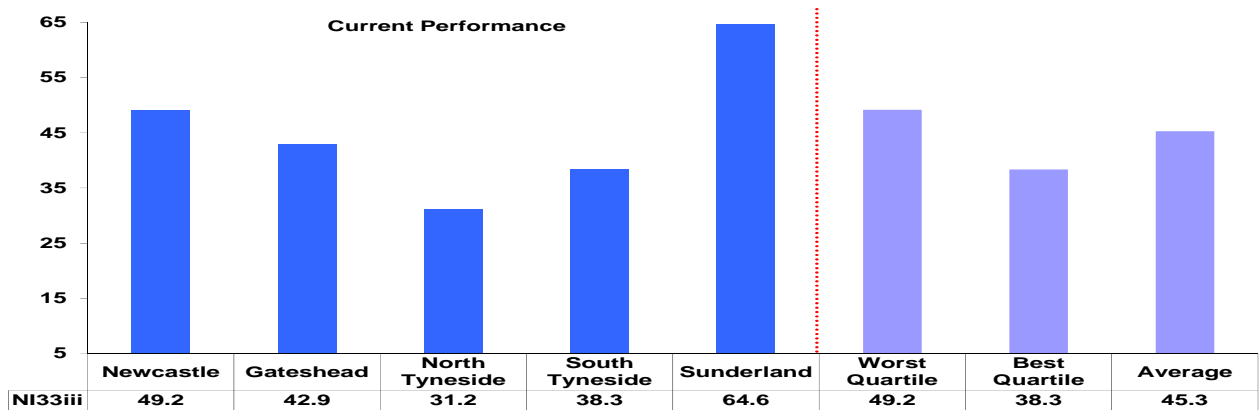
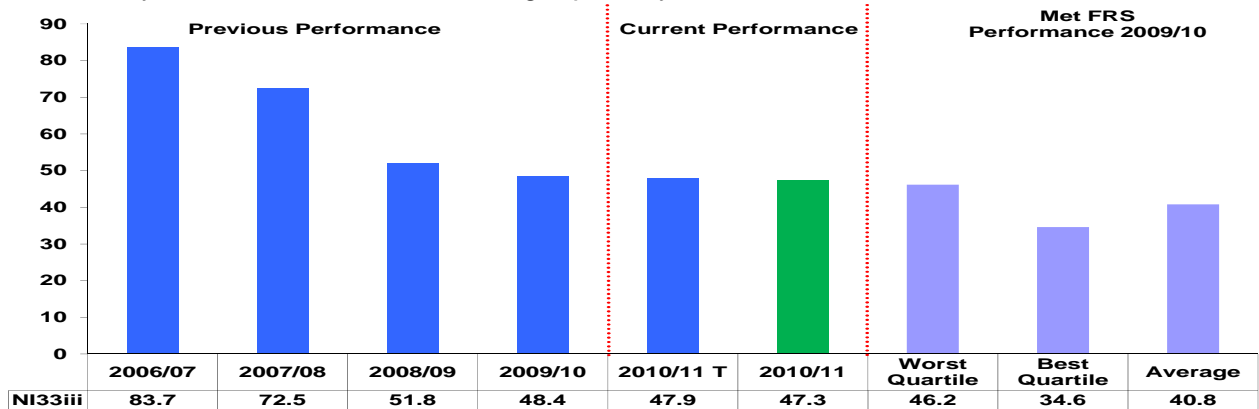


**Key Performance Information:**

- The Authority recorded 55.7 (6067) deliberate fires per 10,000 population by the end of 2010/11, a decrease of 6% (354) compared to 2009/10.
- This performance was supported through a reduction of 12% (512) being reported in such incidents during Q2, Q3 and Q4 combined.
- As a result of this performance the Authority has achieved the target of 58.4 (6359), reflecting a reduction of 5% (292).
- The Authority's end of year performance remains above the average for the Met FRS's and slightly above the worst quartile. Only Merseyside FRS reported a greater number (68.9) of such incidents in 2009/10.
- As throughout 2009/10 and 2010/11 the Sunderland district recorded the highest number of deliberate fires, accounting for 34% of the Service total. However, it reported a decrease of 12% (270) when compared against 2009/10, the largest improvement of any district.
- The district of Gateshead are the only district not to report an improvement on the number of such incidents attended by the end of 2010/11 compared against 2009/10, an increase of only 1 incident.

**NI33iii Number of deliberate secondary fires per 10,000 population (LI16):**

The following indicator outlines the performance of the Authority in relation to the number of deliberate secondary fires (anti social behaviour) attended by the TWFRS. A deliberate fire is defined as an incident where the cause of the fire is suspected non accidental. In addition to the criteria stated above deliberate fire includes those were four or fewer appliances attended the incident, any more would result in it being a primary fire.



\* please note that due to revised definitions secondary vehicle fires are not included prior to 2009/10

**Key Performance Information:**

- The Authority recorded 47.3 (5155) deliberate secondary fires per 10,000 population by the end of 2010/11, reflecting a decrease of 2% (115) on the performance reported at the end of 2009/10.
- As a result of the 2010/11 performance, the Authority has achieved the target of 47.9 (5219), a reduction of 1% (64).
- The number of such incidents attended during Q2 (1144) and Q3 (1220) contributed to this performance with 11% and 21% reductions respectively. This supports previous evidence of Q1 accounting for the highest number of such incidents during the year.
- Compared to the Met FRS, the Authority’s end of year performance remains above the worst quartile, only Merseyside FRS reported a higher number (54.7) in 2009/10.
- Sunderland continues to record the highest number (1812) of such incidents by the end of 2010/11 when compared against the other districts. However, it reported a decrease of 8% (157) incidents when compared against the same period in 2009/10.
- The districts of Newcastle and Sunderland are the only districts to report a decrease in such incidents. The district of Gateshead reported the largest increase in such incidents, 5% (36).



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**NI33 - Actions:**

The table below highlights the actions that are being taken to address the key performance issues highlighted above. Upon completion of the initiative the action will be taken off the list below:

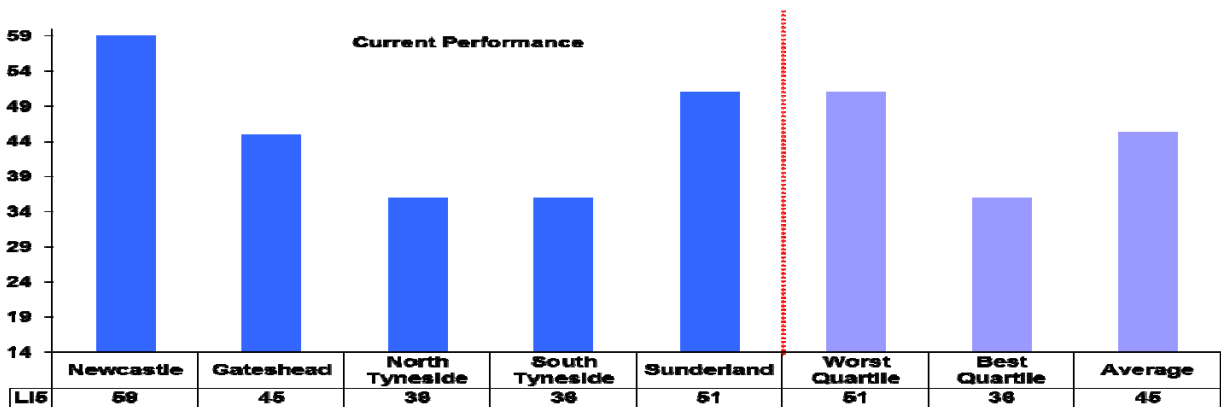
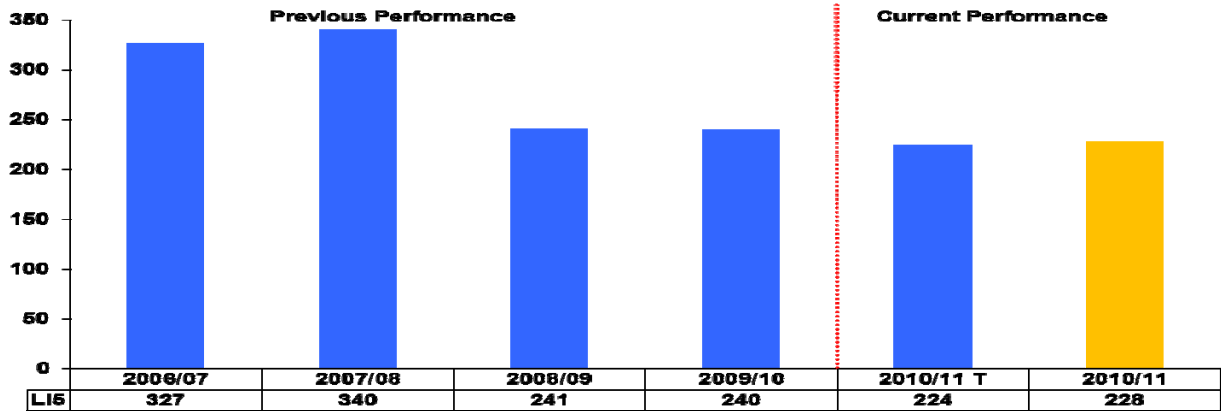
Initiative	Activity	Success Criteria	Milestones	Delivery Area
<b>NI33</b>				
Partnership Activities	Work with Local Authority Problem Solving Groups such as LMAPs, SNAPs & CAFs. Work with environmental services and housing groups to remove refuse.	Reduction in ASB fires and arson. Service targets achieved	On going reduction in ASB fires.	Service Wide
Phoenix Project	Fire Service activity programme for Young people aged between 11 and 16 years old who have offended or are at risk of offending. Raises awareness of ASB and arson.	Delivery of scheduled courses. Reduction of ASB fires and arson. Perception of ASB is reduced.	Deliver scheduled activity by end March 2011	Newcastle, Sunderland, South Tyneside and Gateshead Districts.
Schools Education Programme	All Year 1 & 6 pupils given Fire safety Education.	Reduction in ASB fires and arson. Service targets achieved	On going reduction in ASB fires.	Service Wide

## **Local Priorities**

Reflecting the LI's that have been set as organisational priorities for 2009/10

**LI5 Number of injuries from all fires**

This indicator highlights the performance of the Authority in relation to the number of injuries from all fires, regardless of the property type. An injury must be recorded as being the result of the fire (or smoke) and includes both accidental and deliberate fires (not RTC's).

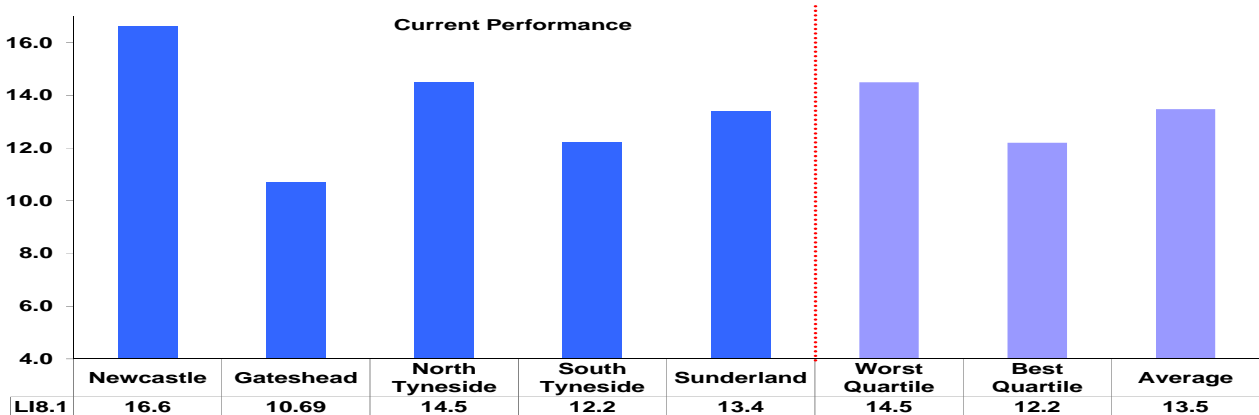
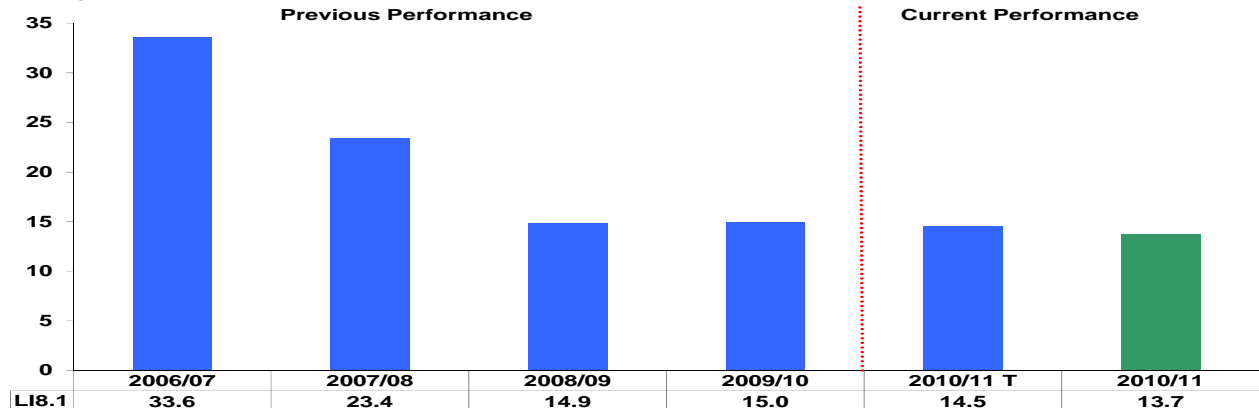


**Key Performance Information:**

- The Authority has recorded 228 injuries from all fires by the end of 2010/11, a decrease of 5% (12 injuries) on the performance reported during 2009/10.
- This performance is supported by a reduction in the number of such incidents during Q4 when the Authority recorded 15% (11) fewer injuries.
- As a result of this performance the Authority has failed to achieve its target of 224. However, resulting in the lowest number of such injuries ever reported. In total 40% (90) of such injuries resulted in the casualty going to hospital.
- The average age of a fire victim was 45 years with 51% (115) male and 49% (109) female. The average age of a casualty suffering from serious injuries resulting in hospital treatment was 35 with 71% (12) casualties being male.
- The districts of Newcastle reported the highest number of injuries from all fires, with the most (19) injuries being reported during Q4, with the average age of a casualty being 38 year of age.
- The district of Newcastle was the only district to report a greater number of such injuries in 2009/10, with an increase of 19% (9 injuries).

**LI8.1 Number of accidental fires in dwellings per 10,000 dwellings**

The following indicator highlights the performance of the Authority in relation to the number of accidental fires in dwellings. An accidental fire is defined as being caused by accident or carelessness (not thought to be deliberate) this includes fires, which accidentally get out of control for example, fire in a grate or bonfires. A dwelling is defined as a place of residence where people reside, for example, house, flats and residential accommodation in buildings such as hospitals.

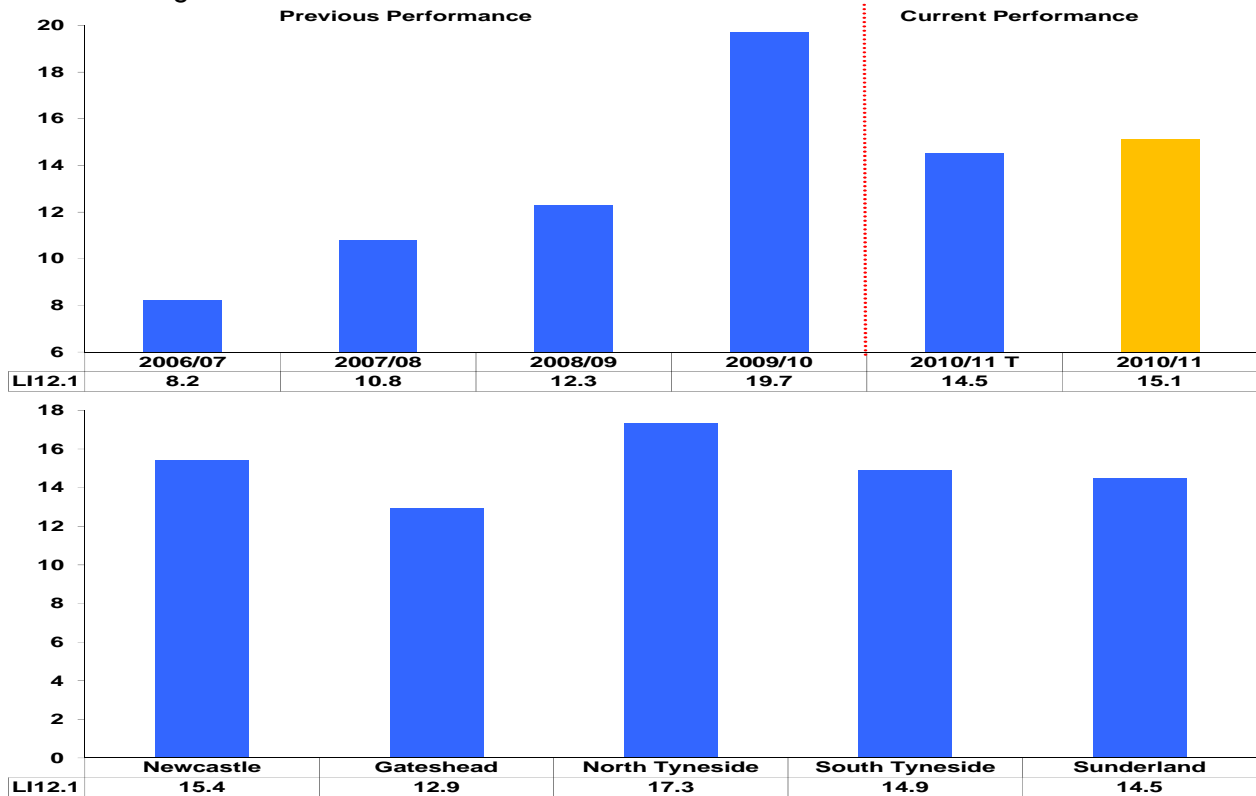


**Key Performance Information:**

- The Authority attended 13.7 (650) accidental dwelling fires per 10,000 dwellings by the end of 2010/11, a decrease of 8% (60 incidents) compared with 2009/10, continuing to reflect the lowest number of such incidents reported by the Authority.
- The Authority attended the majority of such incidents during Q1 (171), reflecting the performance reported in 2009/10 and previous years.
- As a result of this performance the Authority has achieved its target (14.5) for 2010/11 by 5% (36).
- The majority of such incidents occurred within the kitchen (63%), with South Tyneside (72%), remaining to account for the highest percentage of such incidents occurring in the kitchen at district level.
- The district of Newcastle continue to report the largest percentage of accidental non kitchen fires with a total of 39% (75), reflecting the targeted Home Safety Check initiatives carried out within the area.

**LI12.1 % of fires attended in dwellings where a smoke alarm was fitted but did not activate**

The following indicator highlights the performance of the Authority in relation to the number of all (accidental and deliberate) dwelling fires attended by the FRS where a smoke alarm was fitted but did not activate. This LI only includes where there was no smoke alarm present. There are additional measures (see Appendix A) that focus on smoke alarm ownership, regardless of them activating or not.

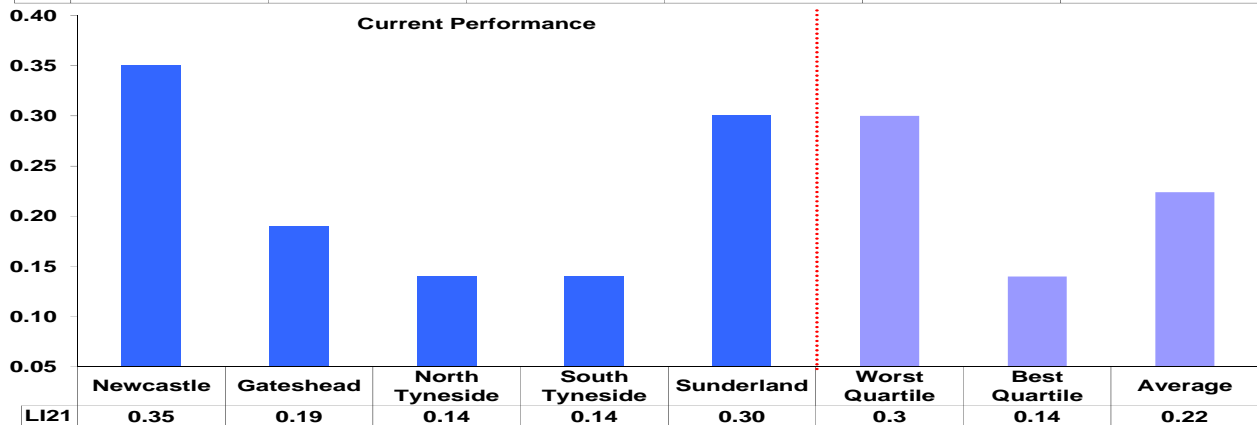
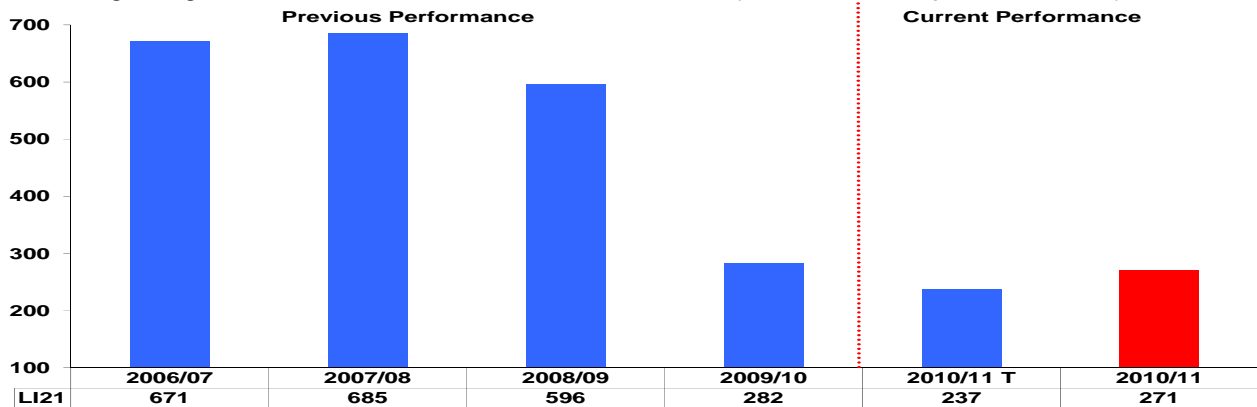


**Key Performance Information:**

- The Authority has attended 15.1% (121) of dwelling fires where a smoke alarm was fitted but did not activate with the main contributor to the alarm not activating being due to a missing battery 12% (14), not being close enough to the detector 30% (36) and the area not being covered by the system 18% (22).
- As a result of this performance the Authority has improved on the 2009/10 end of year performance by 4.6% but failed to achieve its target of 14.5%.
- The Gateshead district maintained to report the lowest percentage of such incidents, reflecting the number of attendances to accidental dwelling fires (LI8).
- The district of North Tyneside reported the highest percentage (26) of such incidents with 5 due to a faulty/missing battery and 7 were the fire was not close enough to the alarm.
- This indicator has been revised for 2011/12 reporting onwards to reflect the number of alarms that were present at an incident.

**LI21 Number of malicious false alarm calls attended**

The indicator reflects the number of malicious false alarm calls attended (Appliance despatched) to by the FRA. A call is defined as being malicious when a call was made with the intent of getting the FRA to attend a non-existent event (both fire and special service).



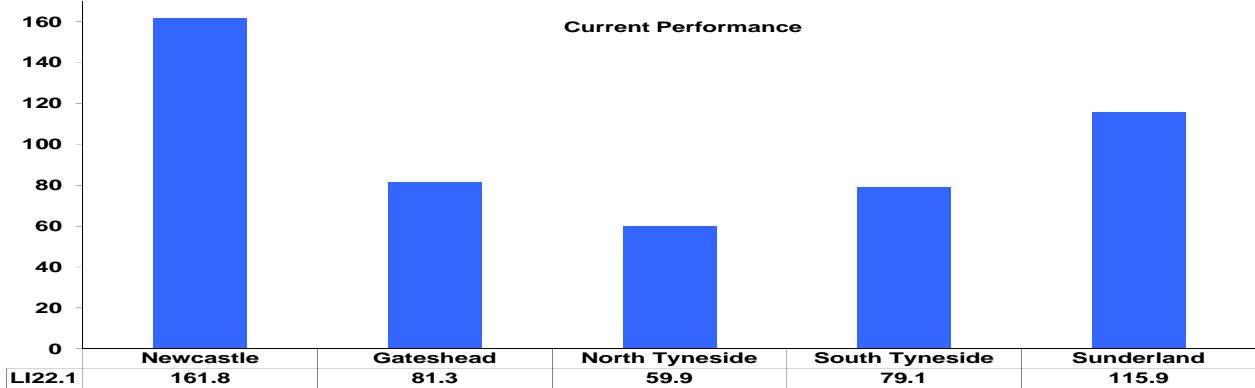
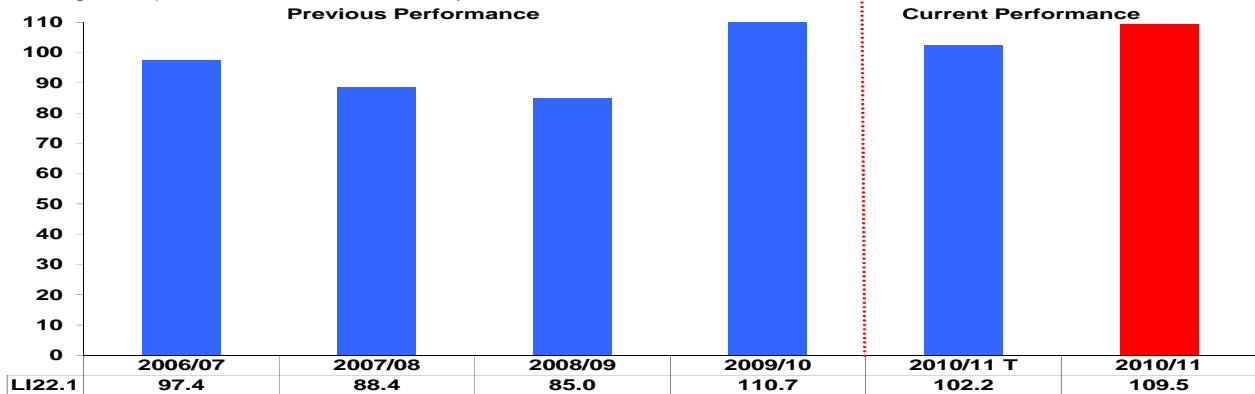
\* This graph is based on district per 1,000 population figures to reflect the proportion of incidents attended.

**Key Performance Information:**

- The Authority attended 271 malicious false alarm calls by the end of 2010/11, a decrease of 4% (11 calls) when compared against the same period in 2009/10.
- Despite this reduction the Authority has missed its target of 237 calls by 13% (34 calls). However, this performance reflects the continued downward trend for such incidents.
- The districts of Newcastle reported the greatest number (96) of such incidents by the end of 2010/11. The district attended 33 calls during Q4, the highest of any district in that particular period and the greatest number during any quarter in 2010/11 within the district area.
- The district of North Tyneside was the only district to report a reduction (37%) in the number of such calls in 2010/11 when compared with the previous year.
- Historically the Authority has reported the greatest number of such incidents during Q1, reflecting the increased number of deliberate fires reported during this period.

**LI 22.1 Number of false alarm calls due to automatic fire alarms from non domestic premises per 1,000 non domestic premises**

This indicator reflects the number of false alarm calls despatched to as a result of a call being activated by a person or automatic fire detection equipment or fixed fire fighting equipment. A non domestic premise can be classified as a non residential property, for example a public building, hospital, school and factory.



**Key Performance Information:**

- The Authority attended 109.5 (3436) false alarm calls due to automatic fire alarms from non domestic premises per 1,000 non domestic premises by the end of 2010/11, reflecting a decrease of 1% (39) when compared against the same period in 2009/10.
- As a result of this performance the Authority has improved on the end of year performance reported in 2009/10. However, it has missed the target of 102.2 (3206) false alarms.
- The district of Newcastle continues to report the greatest number of such incidents by the end of 2010/11, with 161.8 (1508) per 1,000 non domestic premises, 44% of all non domestic false alarms in Tyne and Wear. This reflects a decrease of 1% (17) against the same period in 2009/10. This performance is supported through two of the top three (RVI and General Hospital) repeat offenders for such incidents being located within the Newcastle district.
- In total 532 properties were attended more than once by the end of 2010/11, an increase of 7% (33) when compared against the same period in 2009/10.

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### Local Priorities - Actions:

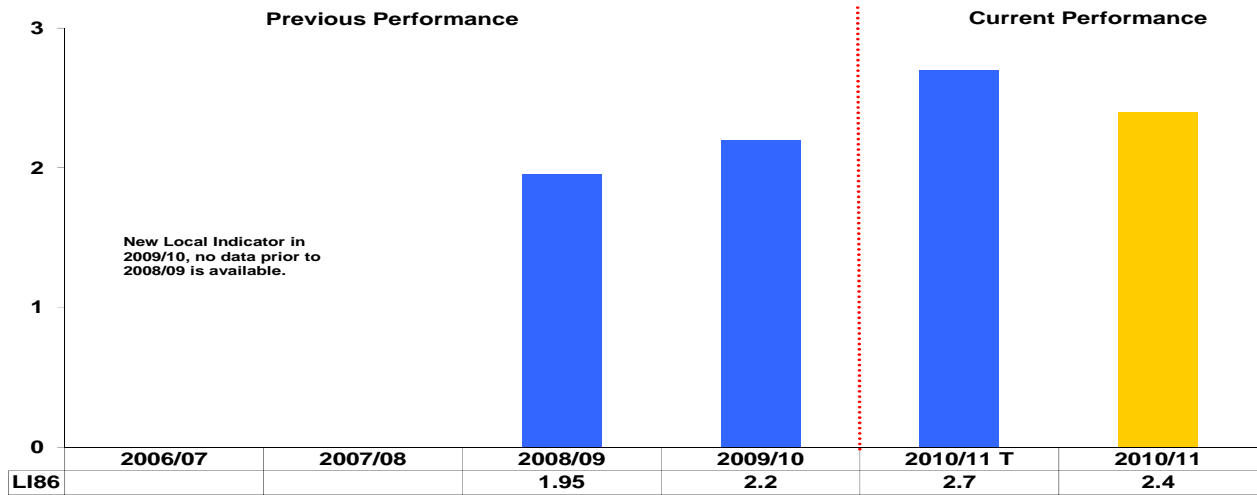
The table below highlights the actions that are being taken to address the key performance issues highlighted above. Upon completion of the initiative the action will be taken off the list below:

LI	Initiative	Activity	Success Criteria	Milestones	Delivery Area
<b>Emergency Response</b>					
5	Use of partner agency staff to deliver HSCs and fit smoke alarms	Domiciliary Care - Work with Carers to identify those at risk of a fire. Train the carers to recognise fire risk and then refer to T&WFRS	Reduction in Deaths, Injuries and Primary fires for the at risk groups.	Continuous monitoring via monthly reports and PAGs	Service Wide
8	HSC Programme	30,160 Successful HSCs carried out by Operational and P&E staff during 2010/11	Service HSC target achieved. Subsequent reduction in Accidental dwelling fires.	Minimum of 30,000 successful HSCs to be carried out in 2011/12	Service Wide
12.1		Not actioned in District Plans			
21		Schools Education Programme	Reduction in malicious false alarm calls	Continuous monitoring via monthly reports and PAGs	Service Wide
22.1	UwFS reduction initiative	Successful reduction initiatives at Sunderland Royal Hospital, Newcastle RVI and Universities	Reduction in FAA and UwFS to non-domestic premises.	Continuous monitoring via monthly reports and PAGs	



**LI 86 % of workforce from an ethnic minority community**

This indicator reflects the entire workforce, including staff from both operational (staff on grey book conditions including retained) and corporate posts. In order for an individual to be recognised as being from an ethnic minority community they must regard themselves as being from one of the following groups, Other White, White and Black Caribbean, White and Black African, White and Asian, Other Mixed, Indian, Pakistani, Bangladeshi, Other Asian, African, Other Black, Chinese and Other. Basically all bar White British and White Irish.

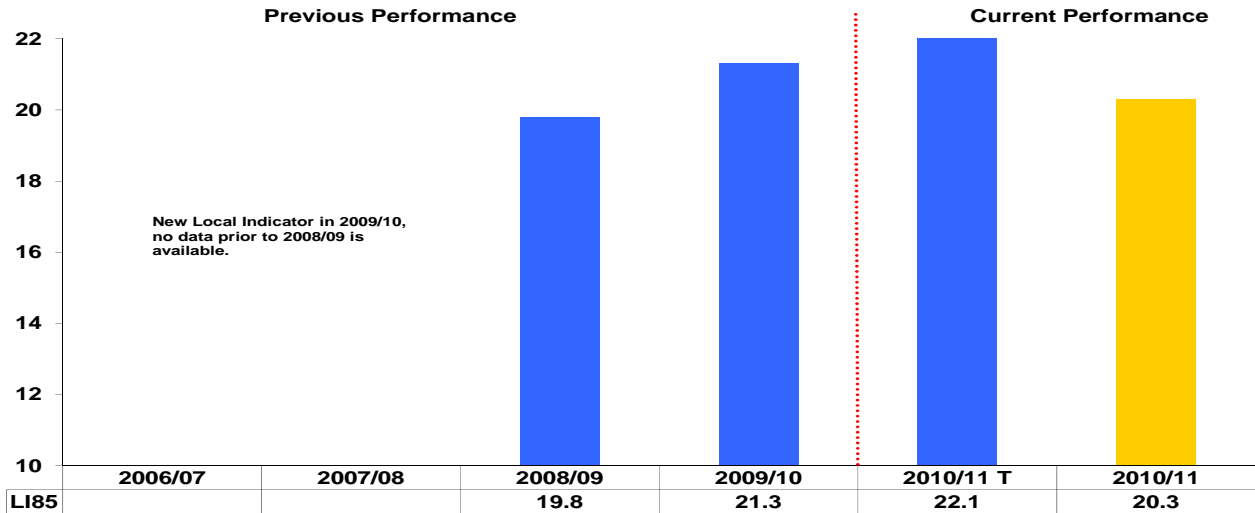


**Key Performance Information:**

- This is new local indicator introduced by the Authority in 2009/10 and as a result there is no comparison with performance prior to 2008/09.
- The percentage of the Authority’s workforce from an ethnic minority community stands at 2.4%, an increase of 0.2% compared with the end of year performance in 2009/10.
- Based on this performance, the Authority is within the variance of the target of 2.7% which has also been set for 2011/12.
- This performance represents 28 employees out of a workforce of 1183 posts. There are 17 uniformed staff within the organisation who are from an ethnic minority community, reflecting 1.9% of the uniformed workforce.

**LI85 % of workforce who are women**

This indicator reflects the percentage of women within the entire workforce including staff from both operational (staff on grey book conditions including retained) and corporate posts.

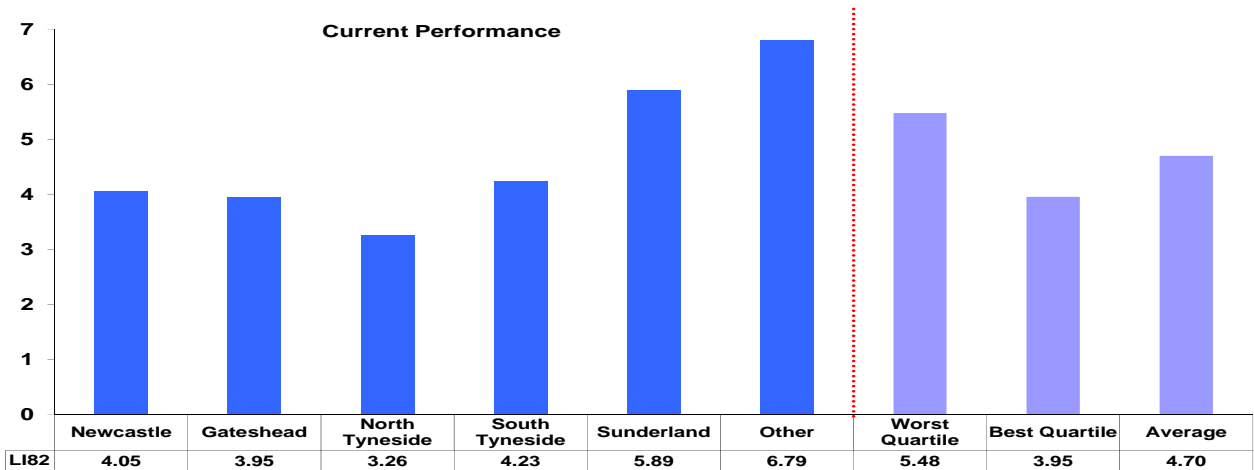
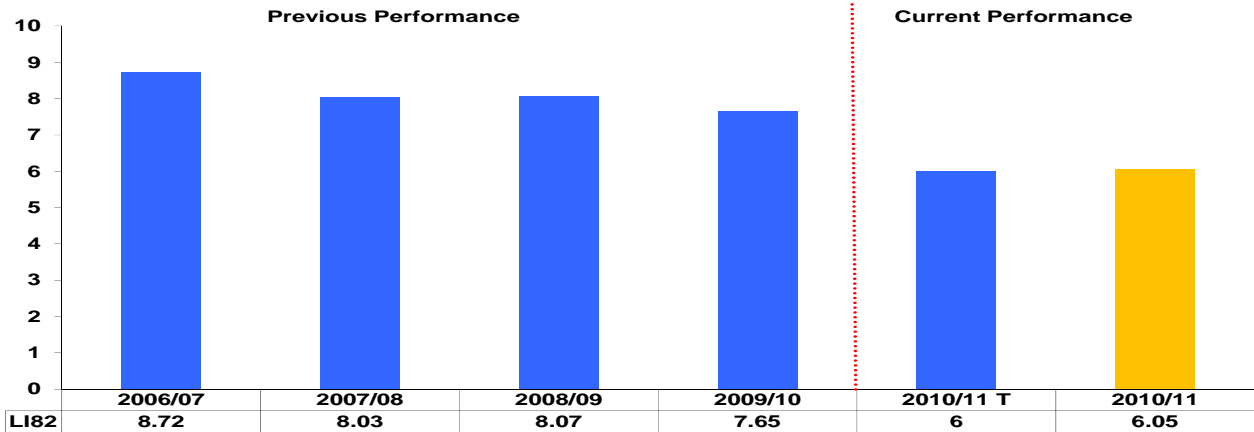


**Key Performance Information:**

- This indicator was introduced by the Authority in 2009/10; as a result there is no comparison with performance prior to 2008/09.
- The percentage of women working for the Authority currently stands at 20.3%, a reduction of 1% compared against the performance reported at the end of 2010/11.
- Based on this performance, the Authority is within the variance of its target of 22.1%, based on current staffing levels this equates to a shortfall of 23 women.
- This performance reflects 240 employees out of a total workforce of 1183 posts, reflecting a reduction on the number (260) reported at the end of 2009/10.

**LI82 Proportion of working days/shifts lost to sickness absence by all staff**

This indicator reflects the proportion of working days/shifts lost to both long and short term sickness absence by all staff. This excludes temporary staff or staff on fixed term contracts who have been employed by the Authority for under a year.



Note: district data refers to sickness of staff under the responsibility of the District Manager only. 'Other' performance relates to staff under the responsibility of headquarters managers.

**Key Performance Information:**

- The proportion of working days / shifts lost to sickness absence by all staff by the end of 2010/11 is 6.05. This reflects a decrease of 1.6 days compared with 2009/10.
- The performance of 6.05 days / shifts reflects an increase of 1.44 compared to Q3, however, it is the lowest number of days / shifts reported at the end of this period since the measure was introduced.
- Despite the reduction the Authority exceeded its target of 6 days / shifts by 0.05 days / shifts. However, targets were achieved for wholetime uniformed and rider staff.
- Despite the district of Sunderland reporting the highest level of sickness for any district it reported the smallest increase during Q4.
- The 'other' members of staff reflect the highest number of days / shifts lost to sickness across the Authority, with 6.79 days / shifts by the end of 2010/11, an increase of 1.6 days/shifts compared to the end of Q3.

<b>Equality and Diversity</b>					
<b>86</b>	<b>Positive Action and Recruitment Initiatives</b>	<b>Regional positive action group developed revised brand and marketing techniques including a full positive action programme and the use of the latest communication technology.</b>	<b>By 2013 a minimum of 9.2% of new entrants across the whole organisation to be from minority ethnic backgrounds, although the Service is facing unprecedented funding restraints which is likely to result in a smaller workforce in the future.</b>	<b>Firefighter recruitment and the training course has now concluded; 6.6% of the course are BME which increases BME staff to 2.4% of the workforce</b>	<b>HR</b>
<b>85</b>	<b>Positive Action and Recruitment Initiatives</b>	<b>As above with the addition of targeted attendance at specific female orientated events.</b>	<b>By 2013 a minimum of 18% of new entrants across the whole organisation to be from women, although the Service is facing unprecedented funding restraints which is likely to result in a smaller workforce in the future.</b>	<b>Firefighter recruitment and the training course have now concluded; 17% of the course are female which increases female firefighters to 5.5% of the workforce.</b>	<b>HR</b>

<b>Absence and Retirement</b>					
<b>82</b>	<b>Attendance Management Task and finish Group</b>	<b>Analyse absence data and develop interventions to reduce absence at work</b>	<b>Reduce days/shifts lost due to absence to 6 by the end of 10/11</b>	<b>Revised intervention policy and procedure now launched – monitoring of operation taking place</b>	<b>HR</b>

# **Appendix A**

**A performance summary of all the Authority's Local Indicators**

**Note:**

**A 10/11** performance is colour coded against **A 09/10** to reflect improvement.

**T 10/11** performance is colour coded against **A 10/11** to reflect improvement.

**%V with T** equals difference between **A 10/11** and **T 10/11**

**Green** = Target met or exceeded

**Amber** = Within 2.5% of the target being achieved

**Red** = Target missed by more than 2.5%

**Incident Data taken 13th April 2011 from the Performance Management System\***

		A 05/06	A 06/07	A 07/08	A 08/09	A 09/10	A 10/11*	% V with T (10/11)	T 10/11
<b>Deaths and Injuries</b>									
LI1	Number of deaths from accidental fires in dwellings	4	4	5	5	3	3	n/a	≤4
LI1.1	Number of deaths from accidental fires in dwellings per 100,000 population (BV143i)	0.37	0.37	0.46	0.46	0.28	0.28		0.37
LI2	Number of deaths from ALL fires	8	5	8	7	4	3		≤5
LI51	Number of fire related deaths in a non domestic property	1	0	0	0	1	0		0
LI4	Number of injuries from accidental fires in dwellings	204	258	257	182	168	182	13	156
LI5	Number of injuries from ALL fires	281	327	340	241	240	228	1	224
LI28	Number of non fatal casualties (excluding precautionary checks)	127	101	76	74	101	92	1	88
<b>Fire Attendance</b>									
LI24	Total number of fire calls attended	12395	14337	12381	8876	8382	7953	5	8326
LI25	Number of property fires excluding road vehicles (part 1 of LI29)	3083	3044	2343	1558	1533	1404	7	1513
LI26	Number of fires involving road vehicle (part 2 of LI29)	1611	1457	1258	1017	877	736	15	862
LI29	Number of primary fires per 100,000 population	424.3	406.9	325.5	232.8	217.8	196.6	8	214.7
LI35	Number of fires in non-domestic premises per 1,000 non-domestic premises.	38.1	22.3	18	12.25	13.1	10.7	5	11.3

	A 05/06	A 06/07	A 07/08	A 08/09	A 09/10	A 10/11*	% V with T (10/11)	T 10/11
<b>Accidental Fires</b>								
LI8	1562	1593	1110	704	710	649	5	686
LI8.1	33.2	33.7	23.4	14.8	15.0	13.7	6	14.5
LI9	1211	1295	801	476	422	410	2	418
LI10	351	298	309	228	288	239	10	268
LI11.1	54.8	60.8	53.6	43.5	50.9	52.5	4	56
LI12.1	8.3	8.2	10.8	12.3	19.7	15.1	1	14.5

	A 05/06	A 06/07	A 07/08	A 08/09	A 09/10	A 10/11*	% V with T (10/11)	T 10/11
<b>Deliberate Fires</b>								
LI33	9613	11188	9581	7007	6423	6068	5	6359
LI16	7327	9113	7895	5645	5272	5156	1	5219
LI18	5254	5738	5397	4115	3685	3580	2	3648



		A 05/06	A 06/07	A 07/08	A 08/09	A 09/10	A 10/11*	% V with T (10/11)	T 10/11
<b>False Alarms</b>									
LI22	Number of false alarm calls due to automatic fire alarms from non domestic premises (LI22.1 as a whole number)	3531	3058	2774	2667	3475	3436	7	3206
LI22.1	Number of false alarms due to automatic fire detection, per 1,000 nondomestic properties	112.5	97.4	88.4	85.0	110.7	109.5	7	102.2
LI23	Number of false alarms due to automatic fire detection from domestic premises	nda	3112	2698	2502	2451	2381	2	2412
LI30	Number of those properties in LI22 with more than 1 attendance by the FRS	562	471	439	404	499	532	7	495
<b>Home Safety Checks</b>									
LI7	Number of HSCs delivered to properties where the occupiers are identified as being at the greatest risk of becoming a dwelling fire casualty	nda	16713	17087	16657	n/a	see LI34		Revised LI introduced in 09/10
LI34	Number of HSCs successfully delivered by Operational Crews to a high priority dwelling*	new Li in 2009/10				17749	17779	2	17400
<b>Control</b>									
LI20	Number of calls to malicious false alarms NOT ATTENDED (BV146i as a whole number)	237	243	207	150	83	123	50	82
LI21	Number of malicious false alarm calls ATTENDED	622	671	685	596	282	271	14	237
LI 41	Percentage of emergency callers engaged within 7 seconds	97.5	97.6	98.1	98.3	98.9	99.4	0.4	99
LI 42	Percentage of fire appliances despatched within 60 seconds*	54.3	56	57.9	60.0	51.5	60.0	1	61.3

\* YTD 2010/11 revised to include only calls with data for +/- 60 secs

		A 05/06	A 06/07	A 07/08	A 08/09	A 09/10	A 10/11*	% V with T (10/11)	T 10/11
<b>Diversity and Equality</b>									
LI70	The level (if any) of the Equality Standard for Local Government to which the Authority conforms	1	2	3	4	Working towards excellence	Working towards excellence	n/a	Excellence
LI72	% of top 5% of Authority earners that are women	5.3	15.6	13.9	13.9	14.8	16	0.7	15.3
LI73	% of the top 5% of Authority earners from ethnic minority communities	0.75	1.6	2.5	5	4.9	5.3	0.1	5.4
LI74	% of top 5% of earners that have a disability	1.5	1.6	1.3	2.53	1.2	1.3	0.5	1.8
LI75	% of wholetime and retained duty system employees with a disability	NDA	0.75	0.64	1.42	2.4	2.3	0.1	2.4
LI76	% of control and corporate employees with a disability		2.8	2.6	6.2	7.1	7.5	0.1	7.4
LI87	% of workforce with a disability	New LI in 2009/10			2.6	3.8	3.6	0.5	4.1
LI78	% of uniformed staff from ethnic minority communities	0.65	0.66	0.72	1.66	1.7	1.9	0.0	1.92
LI86	% of workforce from an ethnic minority community	New LI in 2009/10			1.95	2.2	2.4	0.3	2.7
LI88	% of new entrants from minority ethnic groups employed across the whole organisation	New LI in 2009/10			6.7	14.7	9.3	5.4	14.7
LI80	% of women firefighters	2.3	3.1	4.3	4.82	4.84	5.5	0.2	5.33
LI89	% of new women entrants joining the operational sector of the Service	New LI in 2009/10			17.3	0	18.2	0.2	18.0
LI85	% of workforce who are women	New LI in 2009/10			19.8	21.3	20.3	1.8	22.1
<b>Absence and Retirement</b>									
LI81	Proportion of working days/shifts lost to sickness absence by wholetime uniformed staff	9.52	7.72	7.3	7.3	7.33	5.57	0.4	6.0
LI 90	Proportion of working days/shifts lost to sickness absence by riders	New LI in 2009/10			6.82	7.04	4.86	1.1	6.0
LI 91	Proportion of working days/shifts lost to sickness absence by non-riders	New LI in 2009/10			8.37	7.41	6.75	0.8	6.0
LI 92	Proportion of working days/shifts lost to sickness absence by control staff	New LI in 2009/10			10.97	10.97	11.85	5.9	6.0
LI82	Proportion of working days/shifts lost to sickness absence by all staff	9.53	8.72	8.03	8.07	7.65	6.05	0.1	6.0
LI 93	Proportion of working days/shifts lost to sickness absence by corporate staff	New LI in 2009/10			10.78	8.73	7.64	1.6	6.0
LI83	Wholetime fire fighters ill-health retirements as a % of the total workforce	0.63	0.65	0.32	0	0	0	0.0	0
LI84	Control and corporate ill-health retirements as a % of the total workforce	2.39	1.06	0	0.6	0.9	0	0.0	0

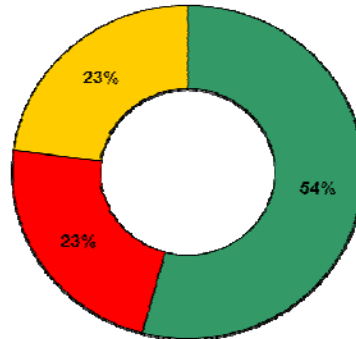
		A 05/06	A 06/07	A 07/08	A 08/09	A 09/10	A 10/11*	% V with T (10/11)	T 10/11
<b>Finance and Procurement</b>									
LI64	The % of invoices for commercial goods and services paid by the Authority within 30 days of receipt or within the agreed payment terms	94.0	92.2	96.8	97.0	97.9	97.5	2.5	100
<b>Environmental</b>									
EM5	CO2 (tonnes of Co2) reduction from local authority operations (NI185)	New LI 2010/11		4593	2865*	Reported Annually		4256	
* awaiting emissions from vehicles									
<b>Population:</b> 1106300 (Mid 2008 - Mid 2009 Population Estimates ONS)									
<b>Dwellings:</b> 474000 (Estimate for Dwellings from TWRI May 2010)									
<b>Non Domestic:</b> 31381 (Estimate for Non Domestic from CLG 31st December 2008)									

## **Appendix B**

**A snap shot of the Authority's LI performance against  
the 2010/11 targets and 2009/10 performance**

**End of year performance 2010/11 against target**

The chart below highlights the percentage of Local Indicators (LIs) that are exceeded, missed and were within the variance (2.5% less than target) of the 2010/11 service target. (Where data is available)



The local indicators that are within the variance (Yellow) or missed (Red) the target are:

**Within Variance:**

- LI 78 % of uniformed staff from ethnic minority communities
- LI 76 % of control and corporate employees with a disability
- LI 87 % of the workforce with a disability
- LI 85 % of workforce who are women

- LI 73 % of the top 5% of Authority earners from ethnic minority communities
- LI 23 Number of false alarms due to automatic fire detection from domestic premises
- LI 75 % of wholetime and retained duty system employees with a disability
- LI 74 % of the top 5% of earners that have a disability

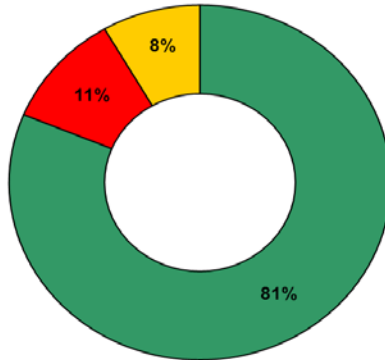
**Missed Target:**

- LI 28 Number of non fatal casualties (excl precautionary checks)
- LI14 Number of injuries from accidental fires in dwellings
- LI20 Number of calls to malicious false alarms NOT ATTENDED
- LI21 Number of malicious false alarm calls ATTENDED
- LI 11.1 The % of fires attended in dwellings where a smoke alarm had activated
- LI 22 Number of false alarm calls due to automatic fire alarms from non –domestic premises
- LI30 Number of properties in LI22 with more than 1 attendance
- LI 92 Proportion of working days/shifts lost to sickness absence by control staff

- LI 93 Proportion of working days / shifts lost to sickness absence by corporate staff
- LI88 % of new entrants from ethnic minority groups employed across the whole organisation
- LI 91 Proportion of working days / shifts lost to sickness absence by non riders

**Comparison of 2010/11 performance against the end of year figure for 2009/10**

The chart below highlights the percentage of LI's that are exceeded, missed and were within the variance (2.5% less than target) of the performance achieved in 2009/10. (Where data is available)



The LI's that are within the variance or failed to improve on 2009/10 performance are:

**Within Variance:**

**LI75** % of wholetime and retained duty system employees with a disability

**LI87** % of uniformed staff with a disability

**LI85** % of workforce who are women

**LI64** % invoices for commercial goods and service paid by the Authority within 30 days of receipt or within the agreed payment terms

**Not improved on 2009/10 performance:**

**LI4** Number of injuries from accidental fires in dwellings

**LI30** Number of properties in LI22 with more than 1 attendance by the FRS

**LI20** Number of calls to malicious false alarms NOT ATTENDED

**LI88** % of new entrants from minority ethnic groups employed across the whole organisation

**LI92** Proportion of working days/shifts lost to sickness absence by control staff

**SUBJECT: STRATEGY AND PERFORMANCE ARRANGEMENTS IN TWFRA**

**REPORT OF THE CHIEF FIRE OFFICER**

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**1. INTRODUCTION**

- 1.1 The purpose of this report is to update Members on arrangements for strategic planning and performance management in TWFRA.

**2. BACKGROUND**

- 2.1 Tyne and Wear Fire and Rescue Authority is committed to high standards of corporate governance, and in order to ensure this it works to a Code of Corporate Governance based on the recommendations of the Chartered Institute of Public Finance (CIPFA) and Society of Local Authority Chief Executives (SOLACE). The Code is reviewed annually to take account of any legislative or other changes.
- 2.2 A key element of strong corporate governance is a clear commitment to performance management and improvement. TWFRA's commitment to this is rooted in a belief that it wishes to help improve the quality of life of local people, and to do this it needs to continuously improve its own performance. The Authority has been very successful in doing this in recent years, and the trend of improvement is illustrated in the year end performance report for 2010/11 included on today's agenda. As one example, the Authority has reduced accidental fires in people's homes from 1562 in 2005/6 to 649 in 2010/11- a 58% reduction in 6 years.
- 2.3 There has been significant change in Government's approach to the performance and improvement of local authorities including FRAs, with Government prescription being replaced by statements of trust in sector led improvement and local accountability. This has led to the removal of much of the national architecture of performance- national performance indicators and targets, audit and inspection etc. Since TWFRA believes it has always been responsible for its own performance, this has not affected the organisation's commitment to managing performance.
- 2.4 In relation to this, the June 2010 Policy and Performance Committee resolved that:
- They would wish to reiterate their commitment to evidenced-based decision-making;
  - Continued comparison and benchmarking with other Metropolitan Authorities and sector led approaches to improvement, are desirable; and
  - Independent scrutiny of the organisation to assist towards making improvement should continue in a proportionate way.
- 2.5 This paper sets out TWFRA's understanding of performance management in its broadest sense, and describes the mechanisms through which direction is set and performance is managed and improved.

**3. ELEMENTS OF PERFORMANCE MANAGEMENT**

- 3.1 TWFRA understands performance management to cover the whole system of activities that determine the vision and direction of the Authority; the plans for how the vision will be delivered; the delivery of the planned actions; and the monitoring and review of the actions we take to make sure they have achieved the desired outcomes.
- 3.2 This simple “plan, do, review” approach covers all activities undertaken by the organisation.
- 3.3 In terms of **planning**, the approach is illustrated in the diagram below which shows how strategic priorities are set in the context of a number of drivers, after which a “golden thread” of intention runs through different levels of plan to ensure everyone is pulling in the same direction.
- 3.4 Whilst this type of process is common in local government, the Integrated Risk Management process (required of FRAs by the National Fire Framework) is unique to FRAs. It requires all strategic planning to be done in the context of an understanding of community risk, and is the vehicle through which the FRA introduces any change in how resources are allocated, in a way which balances efficiency and risk.



- 3.5 The Authority takes an evidence based approach to making strategic decisions; for example, all high level changes implemented through the IRMP process are based on evidence including community risk, best practice and the testing of options.
- 3.6 In terms of **action**, teams and individuals deliver the actions set out in their service plans throughout the year, and managers use the plans to ensure their people are delivering what is required. If any training or development is required to enable people to deliver planned activities, this is picked up through the organisation’s personal development process.
- 3.7 A Service Delivery Performance Action Group meets regularly to discuss the effectiveness of the actions that are being taken to deliver priorities (eg reductions in dwelling or deliberate fires) and share ideas about what works well.



- 3.8 **Monitoring and review** are carried out on each level of plan. In terms of strategic plans, updates on progress with IRMP (major change) actions are presented to full Authority on a quarterly basis, allowing Members to satisfy themselves that work is on track.
- 3.9 Performance data is collected and made available in as near to real time as possible, so that teams can take decisions about whether the actions they are taking are having the right impact. The Fire Authority and Service Management Team (SMT) review performance against key indicators quarterly, and it is a specific role of the Policy and Performance Committee to scrutinise and challenge performance.
- 3.10 As part of this quarterly process, performance is compared against other metropolitan FRAs through an informal benchmarking group supported by TWFA. This allows us to gauge how we are doing against other similar areas.
- 3.11 The Authority also monitors the effectiveness and efficiency of specific projects through its Evaluation process, which requires any staff member delivering a new project to set out how its success will be measured, and then measure that success once the project is complete. This allows new practice to be tested, successful new ideas to be adopted and less successful ones to be shelved.

#### **4. EXTERNAL REVIEW AND CHALLENGE**

- 4.1 The Authority has always welcomed external review and challenge as a tool in understanding where improvement can be made. In recent years the main focus of external challenge has been the Audit Commission which provided compulsory inspection and review on an annual basis.
- 4.2 The Authority's progress in improving outcomes and working more efficiently has been noted by the Audit Commission in its Managing Performance and Use of Resources judgements in recent years. This included attaining the highest score of 4 for Use of Resources in 2007/8, and 3 under the "harder test" of Comprehensive Area Assessment in 2008/9 (one of only 17 FRAs to achieve this level). The most recent annual audit letter (2009/10) notes significant developments in performance management; improving costs relative to other FRAs; continued improvement in performance; better targeting of preventative activity; increased willingness to challenge established ways of doing things; and a clear commitment to managing natural resources.
- 4.3 The service's commitment to independent, sector led improvement is demonstrated through its continuing to seek opportunities to benchmark service quality. During 2010/11 this has resulted in:
- a successful peer review under the Operational Assessment process managed by the Chief Fire Officers' Association (CFOA). Officers of the Authority are now leading work to review and update this process on behalf of CFOA
  - achievement of the Gold level of Investors in People (the first FRA to achieve this level of award)
  - commitment to achieve British Standard 25999 for Business Continuity with assessment expected in 2012

4.4 As noted in section 2.4, the Authority has committed to further judicious (though not excessive) use of external challenge as part of its commitment to improvement. This will be accompanied by a continued requirement for financial audit, although Government has yet to determine the form this will take following the demise of the Audit Commission.

## **5. FINANCIAL IMPLICATIONS**

5.1 This update report has no direct financial implications; however the ongoing analysis and targeting of financial and human resources necessary to providing a high quality service are fundamental to managing performance. The IRMP process is explicitly concerned with doing this in a way which balances efficiency and risk, and efficiency is clearly a dimension of good performance.

## **6. RISK MANAGEMENT IMPLICATIONS**

6.1 There are no direct risks in relation to this briefing paper.

## **7. RECOMMENDATIONS**

7.1 Members are recommended to note the content of the paper, and comment on the performance management approach adopted by the Authority.

## **BACKGROUND PAPERS**

The following background papers refer to the subject matter outlined above

TWFRA: Strategic Community Safety Plan  
TWFRA:IRMP action plan  
Quarterly and year end performance reports  
TWFRA: Annual Audit Letters  
Operational Assessment Peer Review findings 2010  
IIP assessment 2010

**SUBJECT: District Plans 2011/12****JOINT REPORT OF THE CHIEF FIRE OFFICER, CLERK TO THE AUTHORITY AND THE FINANCE OFFICER**

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**1 PURPOSE**

- 1.1 This report has been produced in order to inform the committee of the development process undertaken to complete the District Plans 2011/12 and their related priorities.

**2 BACKGROUND**

- 2.1 District Plans are a key element of TWFRAs performance management framework, representing the element of the “golden thread” which connects corporate strategy with delivery on the ground. A very important element of District Plans is the ability to flex the focus of the service, within the overall direction set by TWFRAs through its Strategic Community Safety Plan and IRMP, to reflect the difference in the places and community priorities within Tyne and Wear.
- 2.2 The District Plans remain to reflect validated incident data and associated targets. The publication of the District Plans based on validated data reflects the data provided within the Strategic Community Safety Plan (SCSP). The 2011/12 District Plans have been designed to maintain the link between station level performance and that of the district creating a focal point of performance.
- 2.3 The District Plans 2011/12 have been developed in line with local priorities through consultation with partners and key stakeholders. Each of the District Plans is based on the priorities established at district level, supporting the priorities of their Local Strategic Partnership as set out in each Sustainable Community Strategy.
- 2.4 Whilst the District Plans are working documents designed to drive the work of district teams during the year, they are also a useful statement of local priorities which can be used by partners alongside the strategic documents of the organisation.

**3 SETTING OF PRIORITIES**

- 3.1 Following extensive discussion and consultation the District Plans provide a focus for the setting of priorities which are devolved to district level based on balancing corporate direction with understanding of local risk and priorities.
- 3.2 In addition, the two fire related national indicators have remained to be set as service level priorities and where necessary the associated Local Indicators (LI's) have been set as priorities at district level.

- 3.3 Each district has highlighted additional national indicators and local priorities which they are able to contribute towards and provide evidence of a positive contribution to their overall performance. This is based on discussions carried out at LSP level with the contribution of the FRS to supporting local outcomes.
- 3.4 It has been the responsibility of the districts to agree their own priorities with Service Delivery based on incident data and previous performance.
- 3.5 During this process each of the districts are aware of their local priorities and strategies which feed into the decision making process and the agreement of the district priorities.
- 3.6 As a result of this process each District Plan contains a set of unique priorities based on previous incident data, corporate direction, local knowledge and the priorities of their Local Authority and partners.
- 3.7 Through this decision making process the districts have a greater level of autonomy and accountability in relation to the delivery of initiatives and the district's overall performance.

#### **4 CONTENT OF THE DISTRICT PLANS 2011/12**

- 4.1 In order to reflect the outcomes of the decision making process the District Plans clearly highlight which of our local priorities (related to national indicator's) are measured at district level. In addition to this each of the District Plans clearly highlights the additional LI's and which of these have been determined as a priority at district level.
- 4.2 As the District Plans encompass station level performance the priorities at this level have also be agreed using the same decision making process as highlighted above. As an outcome of this process the station level priorities reflect the priorities of the district.
- 4.3 Each of the initiatives is clearly linked to the priorities highlighted within the District Plan in order to reflect their delivery at station and district level. This will enable the success and evaluation of the initiatives to be linked with the performance of the related LI.
- 4.4 The District Plans have been designed in this way to enable each district to understand the priorities of each of the other districts and to encourage cross boundary working.
- 4.5 In order to improve the structure, design and content of the District Plans an evaluation of the previous plans was carried out at the end of 2010. The outcomes of this evaluation have been fed into the development and content of the District Plans 2011/12.
- 4.6 Each District Plan contains a high level action plan showing how the priorities will be delivered.

**5 DISTRIBUTION OF DISTRICT PLANS 2011/12**

- 5.1 The District Plans 2011/12 have been published on the internet for distribution to partners and key stakeholders.
- 5.2 The publication of the District Plans has been highlighted via the latest news section of the website and featured within the individual district sections
- 5.3 An example of the District Plans 2011/12 has been provided to individual members of the PPC, reflecting their local area.

**6 LEGISLATIVE IMPLICATIONS**

- 6.1 No additional implications are envisaged.

**7 LEARNING AND DEVELOPMENT IMPLICATIONS**

- 7.1 No additional implications are envisaged.

**8 ICT IMPLICATIONS**

- 8.1 No additional implications are envisaged.

**9 FINANCIAL IMPLICATIONS**

- 9.1 No additional implications are envisaged due to no printed versions being provided

**10 RISK MANAGEMENT IMPLICATIONS**

- 10.1 The risk management implications associated with the implementation of the performance report have been assessed as **LOW** risk.

**11 STRATEGIC COMMUNITY SAFETY PLAN LINK**

- 11.1 The production of the performance report are related directly to the SCSP. The performance measures identified within the performance report are referred to within the SCSP.

**12 EQUALITY AND FAIRNESS IMPLICATIONS**

- 12.1 The District Plans have been equality impact assessed and no additional implications are envisaged
- 12.2 The performance report is available in alternative formats and languages upon request.

**13 HEALTH AND SAFETY IMPLICATIONS**

- 13.1 No additional implications are envisaged.

## **14 RECOMMENDATIONS**

14.1 The Committee is requested to:

- a. Note and endorse the contents of this report.

## **BACKGROUND PAPERS**

The following background papers refer to the subject matter of the above:

- District Plan (see hand out)

## Item 07

**Not for publication as the minutes contain exempt information relating to consultations or negotiations in connection with any labour relations matters arising between the Authority and employees of the Authority (Local Government Act 1972, Schedule 12A, Part I, Paragraph 4).**

### **Policy and Performance Committee**

**10 January 2011**

#### **Minutes**

#### **Part II**

#### **Minutes**

12. RESOLVED that the minutes of the meeting of the Policy and Performance Committee held on 13 September 2010 – Part II (circulated) be confirmed and signed as a correct record.

(Signed) N. FORBES,  
Chairman.