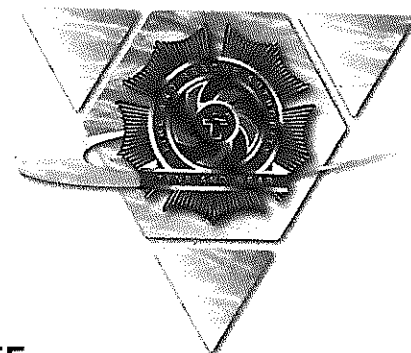# Tyne and Wear Fire and Rescue Authority

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, 22 OCTOBER 2012 at 10.30 a.m.

AGENDA

Part I

Dave Smith: Clerk to the Authority

FIRE KILLS YOU CAN PREVENT IT

NORTH EAST TRAINING AWARDS 2002

Sunderland
City Council

Dave Smith,
Clerk to the Authority.

Civic Centre,
SUNDERLAND.

12 October 2012

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 30 APRIL
2012 at 10.30 a.m.

Present:

Councillor N. Forbes in the Chair

Councillors Ahad, M. Forbes, Heron, Mulvenna and Padgett

Apologies for Absence

There were no apologies for absence.

Declarations of Interest

None.

Minutes

1.   RESOLVED that the minutes of the meeting of the Policy and Performance
Committee held on 30 January 2012 (circulated) be confirmed and signed as a
correct record.

End of Year (April – March) Performance Report 2011/12

The Committee considered a report from the Chief Fire Officer to present the
end of year (April – March) performance of the Authority against the targets
for 2011/12. Members of the Performance and Policy Advisory Committee

were requested to consider and scrutinise the contents of the report and provide comments.

The Chairman welcomed Chris Lowther, Area Manager, Nina Wilson, Area Manager and Mark Hedley, Corporate Development Manager to the Committee and invited them to present the report.

Members were reminded how the report was structured and the graphical information presented.

The performance of each indicator was 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

A traffic light system was used 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 was red;
Where the projected figure was within - 2.5% of the target, the colour was yellow;
Where the target is forecast to be achieved the colour was green.
Where no target has been set the cell remained white.

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.

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

The performance report was divided into Service Led Priorities and Local Priorities sections in order to provide a comprehensive overview based on national and local priorities.

The Service Led Priorities were considered in turn:-

Number of primary fires per 100,000 population (LI 29):

- The Authority attended 175.5 (1,942) primary fires per 100,000 population during 2011/12; this is 9.3% (199) less than in 2010/11.

- This saw the Authority achieve the target of 190.3 (2,105) and record its lowest ever figures.

- This performance saw the Authority remain below the average of the Metropolitan FRS and within the best quartile, reflecting the positive comparison of performance.
- Only Gateshead District saw an increase when compared to last year.
- North Tyneside District reported a reduction of 28.2% (49) compared with the same period in 2010/11.
- As a result of the 1,942 incidents 231 victims received injuries.

Number of fatalities due to primary fires per 100,000 population (LI 2):

- During 2011/12 there were 3 fatalities caused by primary fires, 2 of these as a result of accidental dwelling fires. This was the same figure that was reported in 2010/11.
- Based on the end of year performance of 0.27 (3) fatalities due to primary fires per 100,000 population, the Authority failed in its aim to record no deaths from such incidents.
- As throughout previous years, the Authority continued to report performance below the Mets FRS average figure reported of 0.6 fatalities per 100,000 population and remain below the best quartile. This reflects the performance reported in other key indicators.

Chris Lowther gave further background to the fatalities. The first fatality had been a 47 year old male who had been smoking in bed with a history of accidental dwelling fires. The smoke alarms had been deactivated and he had been recently discharged from hospital for self harm. The reasons as to why a referral had not been instigated due to his vulnerability were being looked into.

The second fatality occurred due to a gas explosion and involved an 87 year old female in the early stage of dementia. Work with partners to address prevention issues continued.

Referring to the second fatality, Councillor M. Forbes enquired whether causes of fatalities were widely circulated to other parts of the country. Chris Lowther advised that information was shared with local partners but not nationally.

The Chief Fire Officer advised that a lot of joint work had taken place nationally regarding high risk groups.

Number of all deliberate fires per 10,000 population (LI 33):

- The Authority recorded 54.1 (5,985) deliberate fires per 10,000 population during 2011/12, a decrease of 1.4% (82) compared to 2010/11.
- This performance was supported by a 7.5% (69) reduction in the number of deliberate primary fires.

- The Authority narrowly missed the target of 54 (5,977), but performance was within 2.5% variance of the target.
- Performance had improved significantly over recent years but remained outside the average for the Met FRS and it was above the worst quartile. Only Merseyside FRS reported a greater number (68.9) of such incidents in 2010/11.
- Gateshead and Newcastle districts saw increases of 19.5% (189) and 2.6% (42) in 2011/12; the other districts reported decreases.

Number of deliberate secondary fires per 10,000 population (LI 16):

- The Authority recorded 46.5 (5,143) deliberate secondary fires per 10,000 population in 2011/12, 13 less than 2010/11.
- As a result of this the target was achieved.
- Compared to the Met FRS, performance remained in the worst quartile.
- Sunderland recorded the highest number (1,755) of such incidents in 2011/12 when compared against the other districts. However, this was a decrease of 3.2% (57) when compared against the same period in 2010/11.
- Gateshead and Newcastle districts saw increases of 20.7% (169) and 3.8% (51) respectively. The other three districts all surpassed their targets.

The Chairman enquired whether there was any apparent correlation between the recession and an increase in the number of deliberate fires. The Assistant Chief Fire Officer advised that caution should be exercised in making assumptions regarding reasons for the increase and she advised that if the Committee agreed then evidence based study could be carried out on its behalf as to why increases had occurred in certain districts.

The Committee agreed that a piece of work based on qualitative and quantitative research would be extremely useful to assess any emerging or changing policy priorities.

The following Local Priorities were considered in turn:-

LI 4 Number of injuries from accidental dwelling fires

- The Authority recorded 177 injuries from accidental dwelling fires in 2011/12, 5 less than in 2010/11 and surpassing our target of 179 injuries by 2.
- This performance was supported by the reduction reported elsewhere in the report for the number of accidental dwelling fires attended.
- In total 41% (73) of such injuries resulted in the casualty being admitted to hospital, an increase of 6 on last year.
- Only 5 of the 177 injuries from accidental dwelling fires were classified as serious.

- The average age of a fire victim was 50 years old with 51% (91) female and 49% (88) male. The average age of a casualty suffering from serious injuries resulting in hospital treatment was 47 years old with 51% (37) casualties being male.

Chris Lowther commented that it was important to recognize that only having 5 serious injuries was an outstanding achievement.

In response to his question, the Chairman was advised that the average age for accidental dwelling fires was the 30 to 40 age group and a significant number were alcohol related. Fatalities tended to occur in the older age group.

LI 8.1 Number of accidental fires in dwellings per 10,000 dwellings

- The Authority attended 12 (571) accidental dwelling fires per 10,000 dwellings in 2011/12, a decrease of 12.4% (79) compared with the previous year, continuing to reflect the lowest number of such incidents historically reported.
- As a result of this performance exceeded the target was exceeded (13.5) for by 11% (70).
- The majority of such incidents occurred in the kitchen (61.3%), with South Tyneside (68.8%), accounting for the highest percentage of incidents occurring in the kitchen at district level.
- North Tyneside reported the largest percentage of accidental non kitchen fires with a total of 45% (41).
- The wards of Walker (18), Hendon (14), Westgate (13), and Millfield (12) accounted for 10% of the Service's total accidental dwelling fires.

Discussion ensues in relation to causes of accidental fires. The Committee was advised that only 6% was smoking related, and messages appeared to be getting through regarding the hazards. There was a slight increase in accidental fires due to faulty wiring.

The Chairman enquired whether the tenure of property such as the private rented sector presented more of a risk, and, if so what the Local Authority could do to mitigate problems. Chris Lowther agreed try to weave such details into the report.

LI 31 % of fires attended in dwellings where a smoke alarm was fitted

- 74.3% (513) of dwelling fires attended had a smoke alarm was fitted with 74% (381) alarms activating and 132 not activating. In addition, only 13.3% (132) operated and failed to raise an alarm to the fire.
- South Tyneside reported the highest percentage of such incidents with 75% (63) alarms activating and 21 failing to do so.
- Gateshead reported the lowest percentage with 62.6% (61) alarms activating and 23 failing to do so.

- This indicator was introduced in 2011/12 to reflect the overall level of smoke alarm ownership regardless of an alarm activating. Through using this measure we are able to demonstrate a clearer link between the successfully delivery of HSC and reduced risk to the community.

LI 21 Number of malicious false alarm calls attended

- The Authority attended 259 malicious false alarm in 2011/12, 4.5% (12 calls) fewer than in 2011/12.
- Despite reporting the lowest ever number of such incidents the target of 243 was not achieved. This positive performance is due effective call challenge procedures that are now embedded in the Service.
- Traditionally Q3 was the busiest period for this indicator (linking to the Bonfire period) however last year we recorded an overall reduction in calls of 29.7% (22) in Q3 compared to the previous year and an increase in calls of 39.3% (22) in Q1.
- Gateshead and Newcastle recorded increases of 29.7% (11) and 8.3% (8) respectively when compared to last year. The other districts recorded decreases with Sunderland recording the greatest decrease with 30% (25) fewer calls.

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

- The Authority attended 98.6 (3,094) false alarms from non domestic premises in 2011/12, reflecting a reduction of 10% (342) on last year's figure.
- As a result of this performance the target of 103.5 (3,249) was surpassed by 4.7% (155).
- Despite Newcastle accounting for 41% of all FAA it has reported an overall reduction of 16.5% (248) compared to 2010/11. 20.4% (257) of FAA in Newcastle were from hospitals.
- Hospitals were the main premises type throughout the Service for such incidents accounting for 20.1% of all FAA in 2011/12.

LI 86 % of workforce from a black, Asian minority ethnic community

- Although the Authority did not achieve the target by a small margin, this represents an improvement of 8.3% compared to last year's performance.
- This performance reflects a total of 31 staff from a workforce of 1,194.66.
- There were 19 operational members of staff within the organisation who are from an ethnic minority community, reflecting 2.1% of the operational workforce.

The Chief Fire Officer advised that as the organisation was reducing and there had been a recruitment freeze then Indicators LI86 and LI85 would become more challenging.

LI85 % of workforce who are women

- The percentage of women working for the organisation currently stands at 20.6%, an increase of 0.3% compared against the performance reported at the end of 2010/11.

- Based on this performance, we were within the variance of the target of 21.1%, based on current staffing levels this equates to a shortfall of 7 women.

- This performance reflects 246 employees out of a total workforce of 1,194.66posts, reflecting an increase on the number (240) reported at the end of 2010/11.

The Assistant Chief Fire Officer advised that an impact on the indicator was inevitable given the reduction in back office staff and the administrative function. However a new Diversity Strategy was being implemented.

LI 82 Proportion of working days/shifts lost to sickness absence by all staff

- The proportion of working days/shifts lost to sickness absence by all staff during 2011/12 was 5.6. This reflects a reduction of 0.9 days when compared to 2010/11.

- This positive performance meant that the Authority exceeded the target of 6 for the first time.

- Despite all districts reporting figures that surpassed their targets only South Tyneside and Sunderland districts reported reductions on last year's figure.

- Sunderland District showed the greatest improvement of 51.3% (3.02 days) when compared to 2010/11.

RESOLVED that the content of the report is noted.

ICT Strategy 2012-2015

Due to time contraints, the Chairman proposed and it was agreed to defer this item to the next meeting of Committee.

RESOLVED that the above item be deferred to the next meeting of the Committee.

(Signed)   N. Forbes
             Chairman

TYNE AND WEAR FIRE AND RESCUE AUTHORITY   Item No 6

POLICY AND PERFORMANCE COMMITTEE: 22ndOctober 2012

SUBJECT: End of Q2(April – September) Performance Report 2012/13

REPORT OF THE CHIEF FIRE OFFICER

1   PURPOSE

1.1   This report provides the Q2 (April – September) performance of the Authority against the targets for 2012/13. Members of the Policy and Performance 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 service led related indicators 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 four 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 2012/13.

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 in comparison with 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 each other.

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:

Creating the Safest Community

🟥	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 byAppendix 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 COMMUNTIY SAFETY PLAN LINK

8.1 The production of the performance report arerelated 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

Creating the Safest Community

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.   CONCLUSION AND RECOMMENDATIONS

11.1   Based on Quarter 2 performance data, the Authority is maintaining its overall trajectory of improvement and is set to meet the majority of the targets set for the current financial year. This includes, based on a comparison with 2011/12,

- 12% fewer **Primary Fires**

- 36% fewer **Deliberate Fires**

- 42% fewer **Deliberate Secondary Fires**

- 6% fewer **Accidental Kitchen Fires**

11.2   The Committee is requested to:

- Note and endorse the contents of this report.

- 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 2011-15.

Creating the Safest Community

Service Performance Report for Policy and Performance Committee

Quarter 2 (April – September) 2012/13

**Tyne and Wear Fire
and Rescue Service**
Creating the Safest Community

www.twfire.gov.uk

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

Service Led Priorities:

These reflect the service led indicators as previously defined by CLG and remain to be used as a priority by the FRS.

Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks):

- **LI 29**   Total number of primary fires per 100,000 population
- **LI 2**   Total number of fatalities due to primary fires per 100,000 population

Arson Incidents:

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

Local Priorities:

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

Emergency Response:

- **LI 4**   Number of injuries from accidental dwelling fires
- **LI 8.1**   Number of accidental fires in dwellings per 10,000 dwellings
- **LI21**   Number of malicious false alarm calls attended
- **LI22**   Number of false alarms due to automatic fire detection from non domesticproperties per 1000 non domestic premises.

Diversity and Equality:

- **LI86**   Percentage of workforce from ethic minority communities
- **LI85**   Percentage of workforce who are women

Absence and Retirement:

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

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

Appendix B comparesLocal Indicator performance against 2012/13 targets and end of Q2 2011/12 performance.

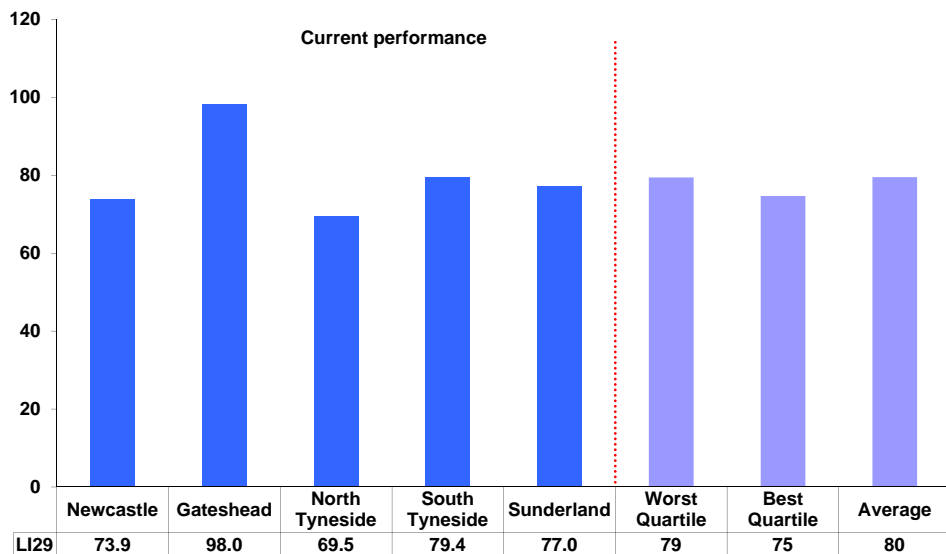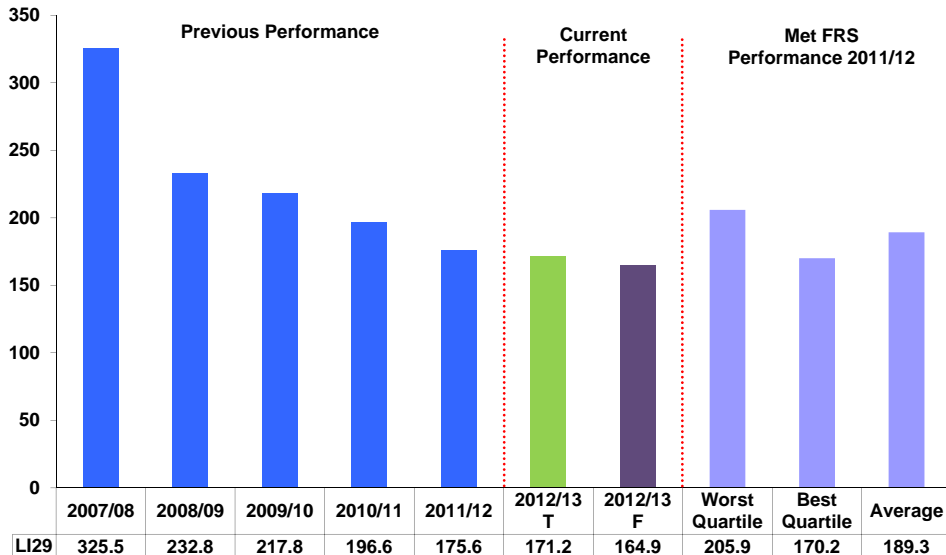Appendix C compares our Q1 2011/12 performance with the other Metropolitan FRS.

2

Service Led Priorities

Reflecting the former National Indicators focussing on deliberate fires, primary fires and their associated fatalities and casualties

3

Number of primary fires per 100,000 population (LI 29):

The following indicator outlines our performance in relation to the number of primary fires we attend. 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.
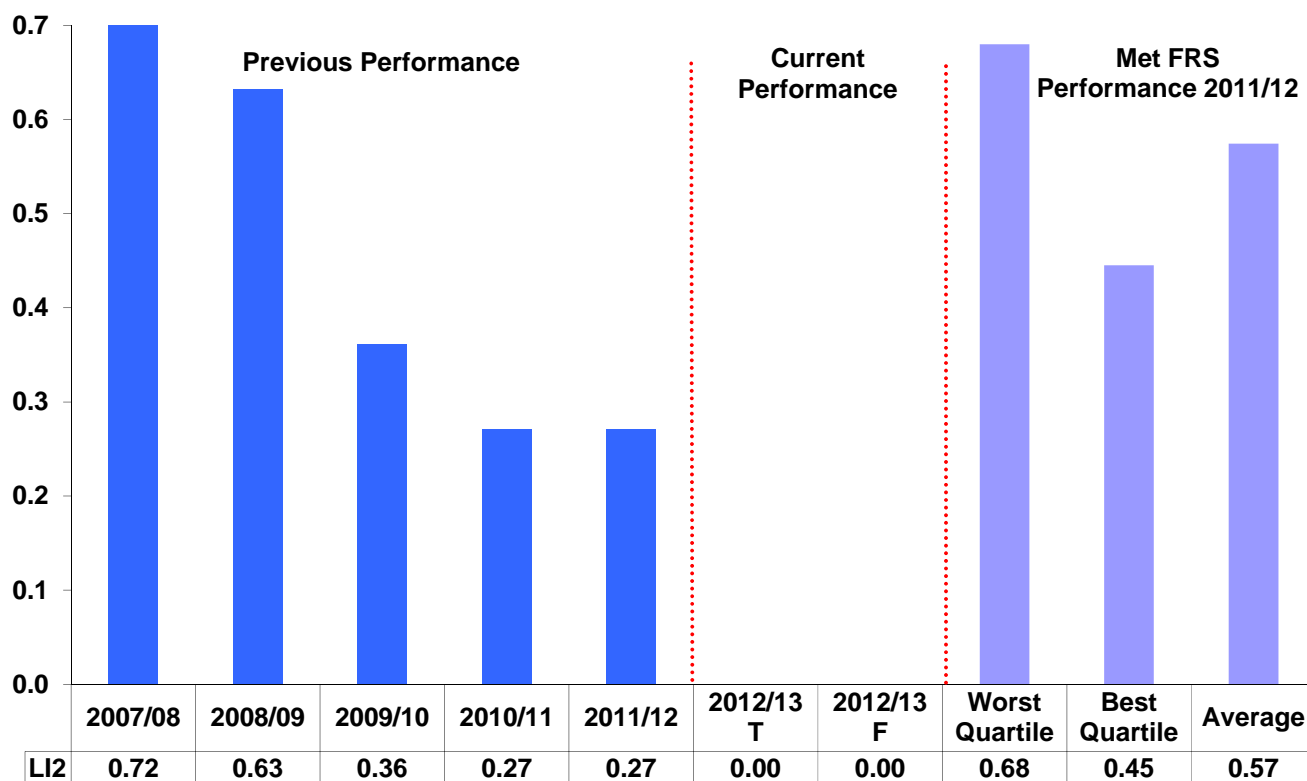

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F	Worst Quartile	Best Quartile	Average
LI29	325.5	232.8	217.8	196.6	175.6	171.2	164.9	205.9	170.2	189.3

	Newcastle	Gateshead	North Tyneside	South Tyneside	Sunderland	Worst Quartile	Best Quartile	Average
LI29	73.9	98.0	69.5	79.4	77.0	79	75	80

Key Performance Information:

- We attended79 (874) primary fires per 100,000 population by the end of Quarter 2 2012/13; this is 12% (119) less than in the same period in2011/12.

- We are forecast to attend 164.9 primary fires per 100,000 population in 2012/13 meaning we will surpass the target by 3.7%.

- This performance sees move into to best quartile when comparing our performance to the other Metropolitan FRS.

- North Tyneside District saw a 7% (9) increase when compared to last year.

- Newcastle District reported the greatest reduction of 26.8% (77) compared with the same period in 2010/11.

- As a result of the 874incidents 71 victims received injuries.

4

Number of fatalities due to primary fires per 100,000 population (LI 2):

This indicator outlines our performance in relation to the number of fatalities due to primary fires that we attend. 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.

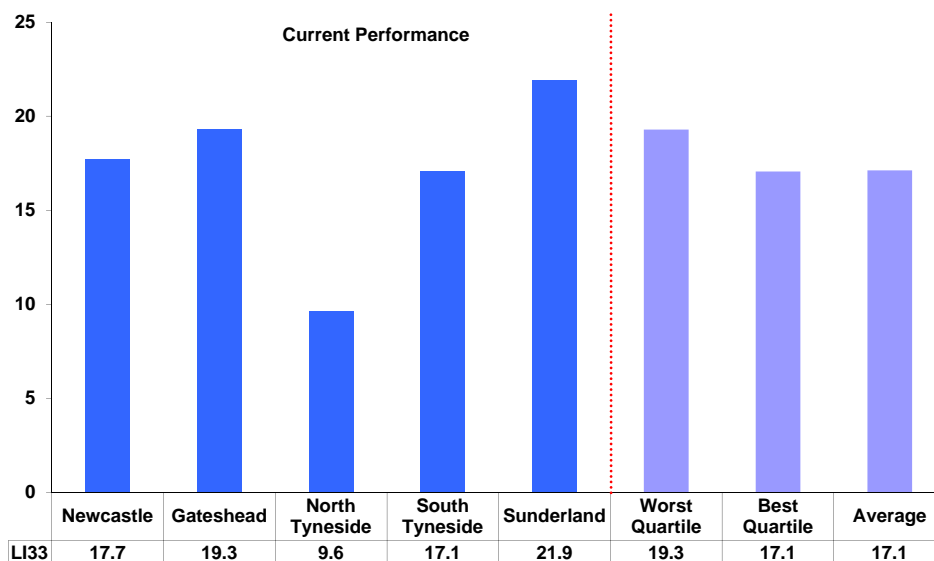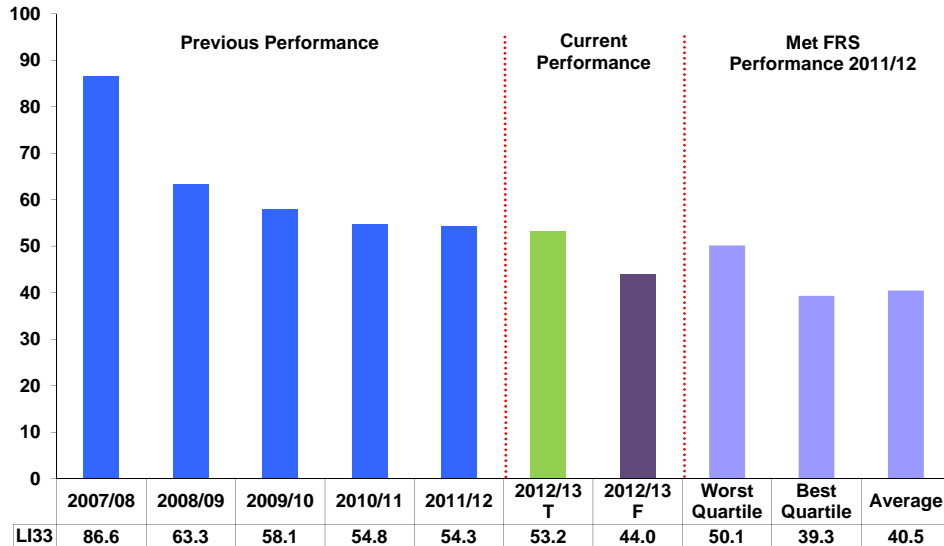|	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F	Worst Quartile	Best Quartile	Average
LI2	0.72	0.63	0.36	0.27	0.27	0.00	0.00	0.68	0.45	0.57

Key Performance Information:

- There were no fire related fatalities by the end of Quarter 2 2012/13. There were 3 for the same period last year.
- Based on forecasted end of year performance we expect no fatalities due to primary fires per 100,000 population, achieving our aim to record no deaths from such incidents.
- As throughout previous years, we continue to report performance below the Mets FRS average figure of 0.45 fatalities per 100,000 population and remain in the best quartile.
- We have the lowest figure for this indicator reflecting our positive performance.

5

Number of all deliberate fires per 10,000 population (LI 33):

This indicator outlines our performance in relation to the number of all deliberate fires that we attend. 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.
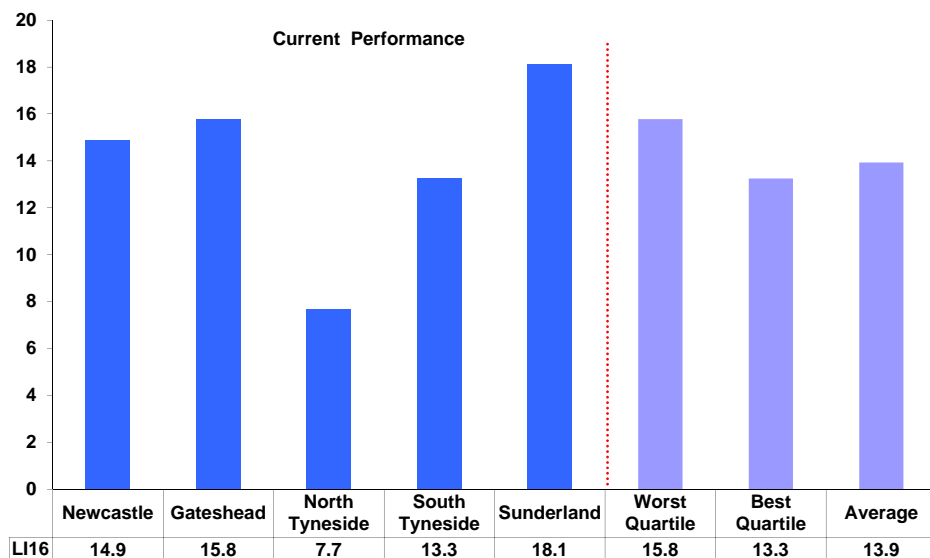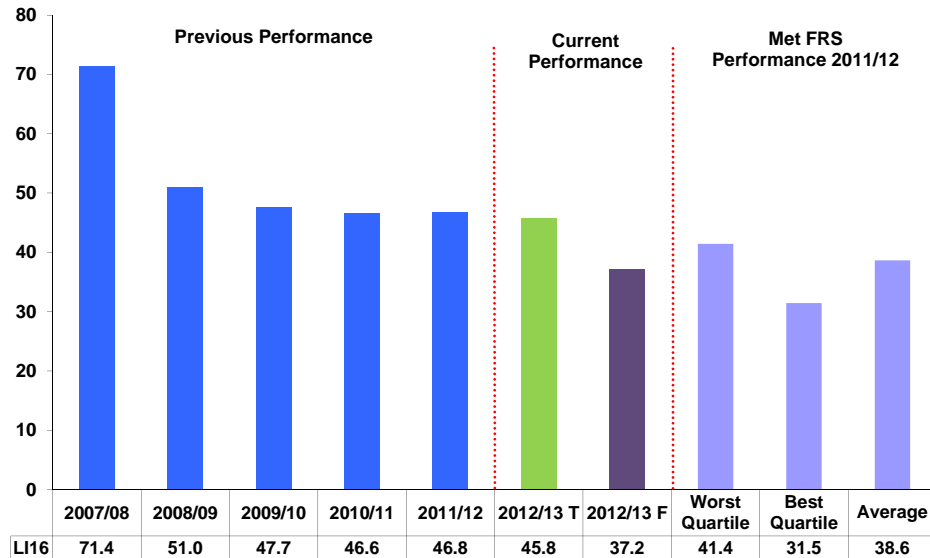
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F	Worst Quartile	Best Quartile	Average
LI33	86.6	63.3	58.1	54.8	54.3	53.2	44.0	50.1	39.3	40.5

	Newcastle	Gateshead	North Tyneside	South Tyneside	Sunderland	Worst Quartile	Best Quartile	Average
LI33	17.7	19.3	9.6	17.1	21.9	19.3	17.1	17.1

Key Performance Information:

- We recorded 17.56(1,946) deliberate fires per 10,000 population by the end ofQuarter 22012/13, a decrease of 36.7% (1,129) compared the same period in 2011/12.
- This performance was supported by a 39.8% (1,051) reduction in the number of deliberate secondary fires.
- Based on this performance we are forecast to surpass the target of 53.2 by 17.3% (9.2).
- Our performance has improved significantly over recent years but remains outside the average for the Met FRS and it is within the worst quartile.
- All districts reported significant reductions for this indicator.

6

Number of deliberate secondary fires per 10,000 population (LI 16):

This indicator outlines our performance in relation to the number of deliberatesecondary fires (anti social behaviour) that we attend. A deliberate fire is where the cause is suspected to be non accidental. In addition to this criterion a deliberate fire includes those where four or less appliances attended the incident, any more would result in it being a primary fire.

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F	Worst Quartile	Best Quartile	Average
LI16	71.4	51.0	47.7	46.6	46.8	45.8	37.2	41.4	31.5	38.6

	Newcastle	Gateshead	North Tyneside	South Tyneside	Sunderland	Worst Quartile	Best Quartile	Average
LI16	14.9	15.8	7.7	13.3	18.1	15.8	13.3	13.9

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

Key Performance Information:

- We recorded 14.4 (1,593) deliberate secondary fires per 10,000 population by the end of Quarter 2 2012/13, 1,051less than in the same period in 2011/12.
- Current forecasting suggests that we will surpass the target by 18.8% (954).
- When compared to the Met FRS this forecast is below average and outside of the worst quartile
- All districts continued to report significant decreases for this indicator.
- Sunderland District had thegreatest decrease; there were 38.6% fewer deliberate secondary fires by the end of Quarter 22012/13 than there was in the previous year.
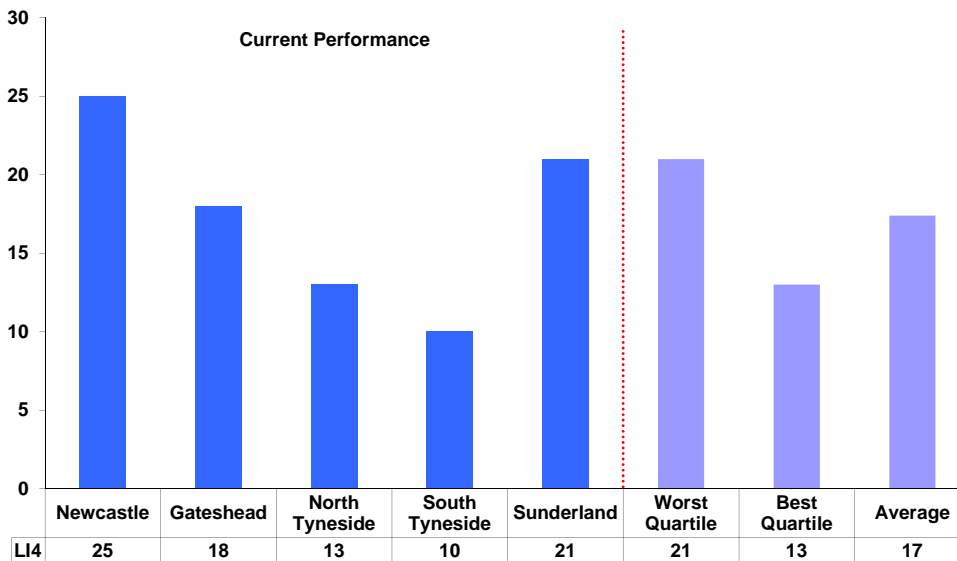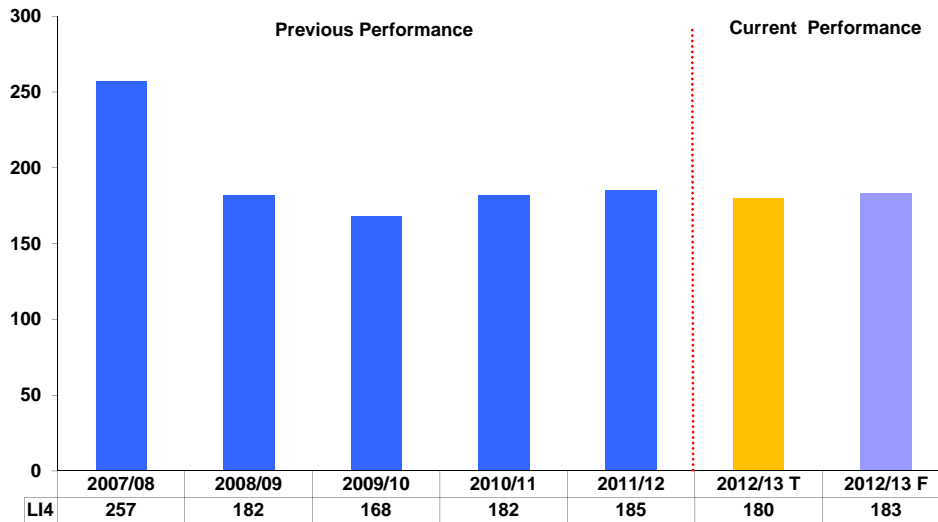
7

Local Priorities

Reflecting the Local Indicators that have been set as organisational priorities for 2012/13

8

Number of injuries from accidental dwelling fires (LI4)

This indicator highlights our performance in relation to the number of injuries from accidental dwelling fires. An accidental fire also includes incidents were the cause was unknown. An injury must be recorded as being the result of the fire (or smoke).

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F
LI4	257	182	168	182	185	180	183

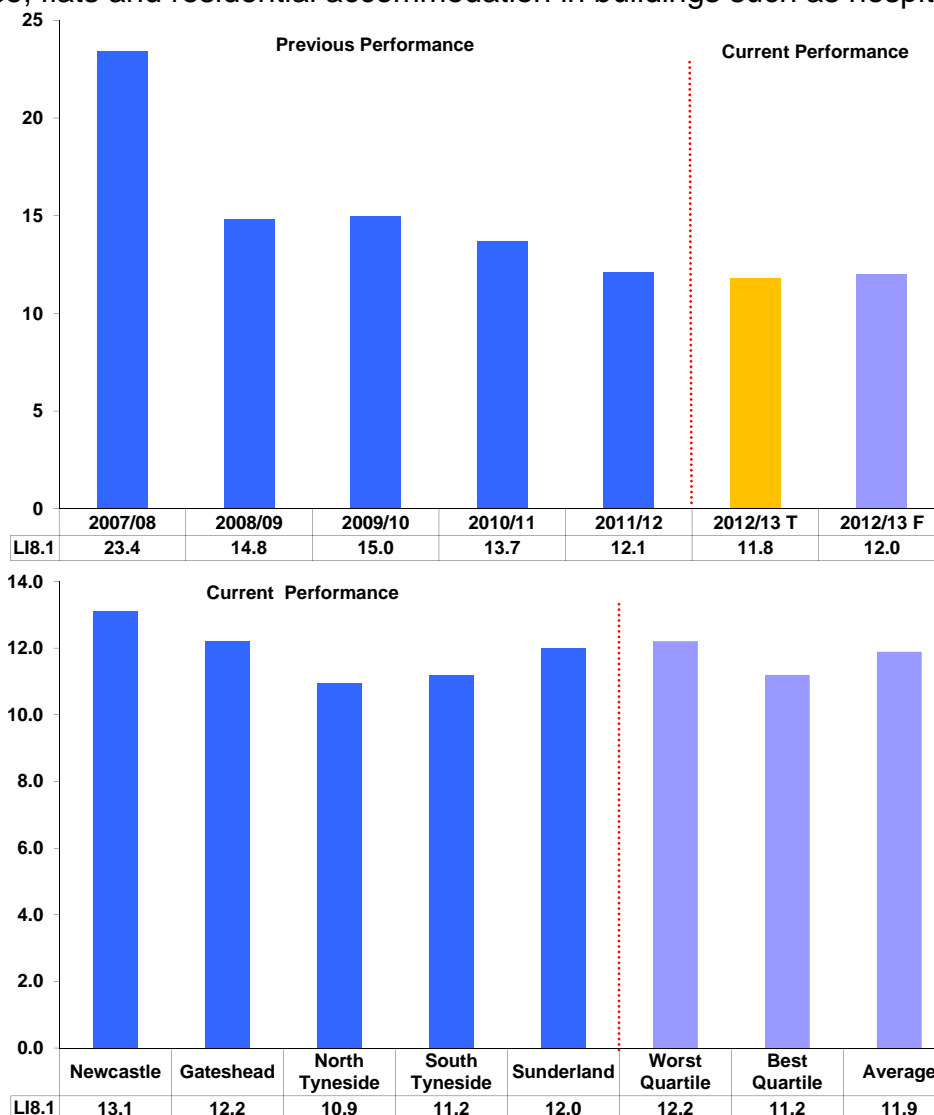|	Newcastle	Gateshead	North Tyneside	South Tyneside	Sunderland	Worst Quartile	Best Quartile	Average
LI4	25	18	13	10	21	21	13	17

Key Performance Information:

- We recorded 87 injuries from accidental dwelling fires by the end of Quarter 2 2012/13, 4more than last year.

- This is despite a slight reduction in the occurrence of accidental dwelling fires in the same period.

- Based on this performance we are forecast to be within the 2.5% tolerance of our target.

- 41 of the injuries resulted in the victim going to hospital and 9 were classified as serious injuries.

- Only Sunderland District saw a reduction during this period, reporting 3 fewer injuries than last year.

- The average age of a fire victim was 41 years old with 41.5% (17) female and 58.5% (24) male.

9

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

This indicator highlights our performance 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 fireswhich accidentally get out of control for example, fire in a shed 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.
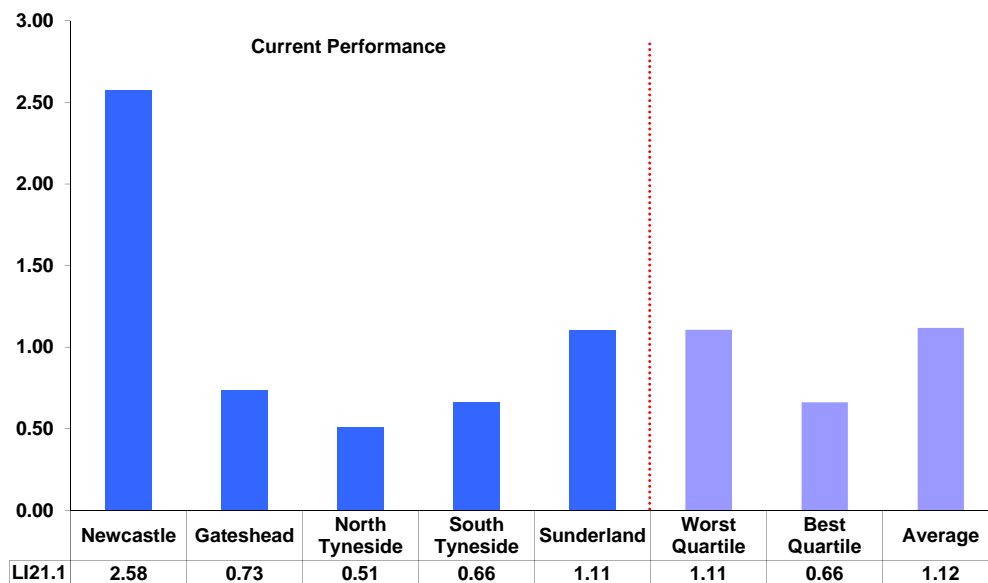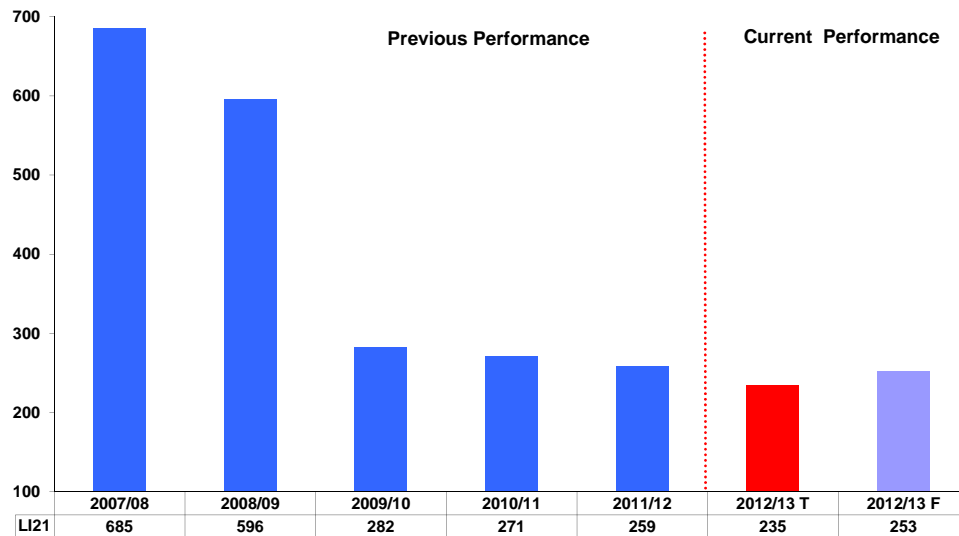
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F
LI8.1	23.4	14.8	15.0	13.7	12.1	11.8	12.0

	Newcastle	Gateshead	North Tyneside	South Tyneside	Sunderland	Worst Quartile	Best Quartile	Average
LI8.1	13.1	12.2	10.9	11.2	12.0	12.2	11.2	11.9

Key Performance Information:

- We attended 5.78 (274) accidental dwelling fires per 10,000 dwellings by the end of Quarter 2 2012/13, 4 fewer incidents than the previous year.

- Based on this performance we are forecast to be within the 2.5% tolerance of our target.

- The majority of such incidents occurred in the kitchen (59.8%).

- Newcastle District reported the largest percentage of accidental non kitchen fires with a total of 49.3% (37).

- The wards of Walker (13), Hendon (9) and Byker (8) accounted for almost 11% of the Service's total accidental dwelling fires.

10

Number of malicious false alarm calls attended (LI21)

The indicator reflects the number of malicious false alarm calls that we have attended (appliance despatched). A call is defined as being malicious when a call was made with the intent of getting us to attend a non-existent event (both fire and special service).
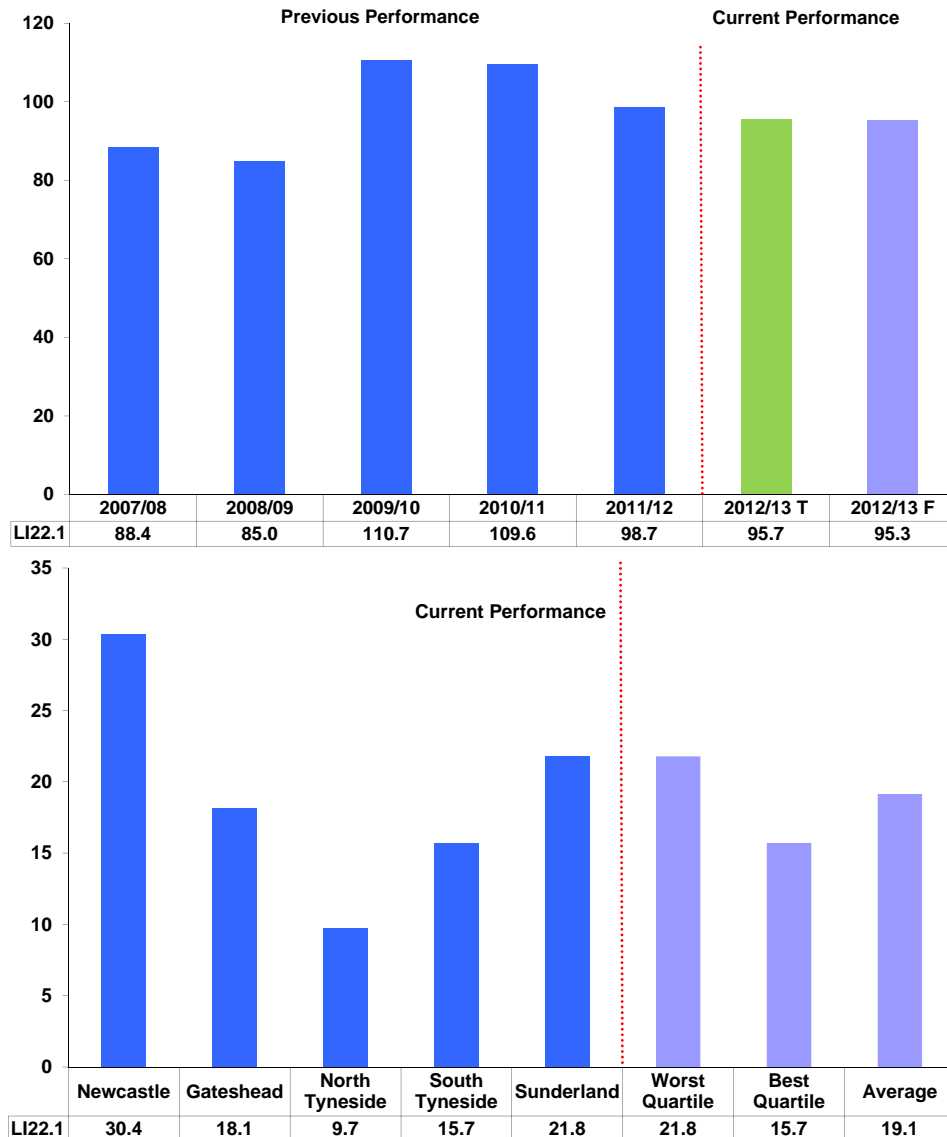
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F
LI21	685	596	282	271	259	235	253

	Newcastle	Gateshead	North Tyneside	South Tyneside	Sunderland	Worst Quartile	Best Quartile	Average
LI21.1	2.58	0.73	0.51	0.66	1.11	1.11	0.66	1.12

* This graph is based on district per 10,000 population figures to reflect the proportion of incidents attended.

Key Performance Information:

- We attended 136 malicious false alarm callsby the end of Quarter 2 2012/13,3.5% (5 calls) fewer than in the same period last year.

- Despite continuing to forecast the lowest ever number of such incidents this will not achieve the target of 235. This positive performance is due to effective call challenge procedures that are now embedded in the Service.

- Newcastle was the only district to report an increase in this indicator. There were 70 false alarm calls by the end of Quarter 2 as opposed to 62an increase of 12%.

- Allother districts reported reductions in this indicator.

11

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

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 domesticpremise can be classified as a non residential property, for example a public building, hospital, school or factory.

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F
LI22.1	88.4	85.0	110.7	109.6	98.7	95.7	95.3

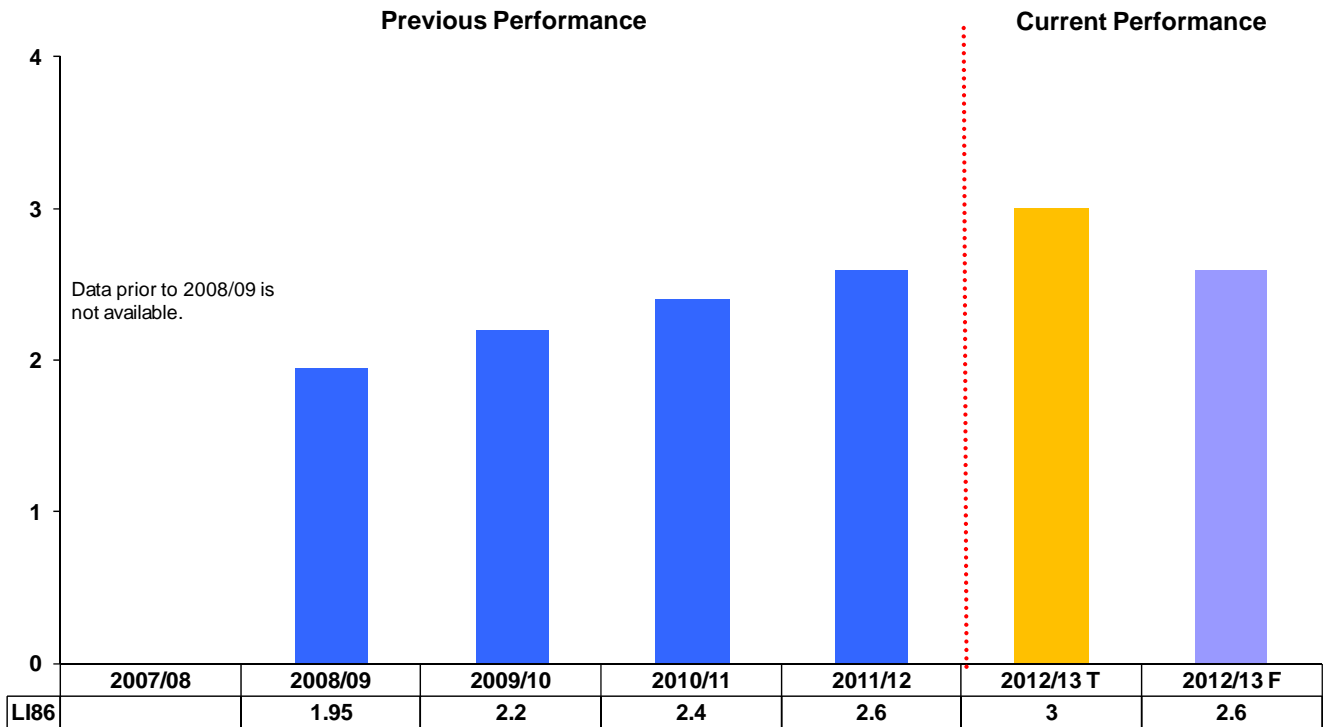|	Newcastle	Gateshead	North Tyneside	South Tyneside	Sunderland	Worst Quartile	Best Quartile	Average
LI22.1	30.4	18.1	9.7	15.7	21.8	21.8	15.7	19.1

Key Performance Information:

- We attended 43.1 (1,354) false alarms from non domestic premises per 1,000 non domestic premises by the end of Quarter 2 2012/13, a reduction of 3.8% (61) on last year's figure.

- If this positive performance continues we are forecast to surpass the target of 95.7 (3,003) by 5.1% (154 calls).

- Newcastle district accounted for 40.6% (548) of all AFA but it has reported an overall reduction of 17.1% (113) compared to 2011/12. 16.7% (92) of AFA in Newcastle were from hospitals.

- Hospitals remain the main premises type throughout the Service accounting for 15.4% of such incidents by the end of Quarter 2 2012/13.

12

% of workforce from a black minority ethnic community (LI86)

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.

Previous Performance   **Current Performance**

Data prior to 2008/09 is not available.

|	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F
LI86		1.95	2.2	2.4	2.6	3	2.6

Key Performance Information:

- This performance reflects an increase of 0.4% (5) when compared to Quarter 1 of 2011/12. There has been an increase in the overall total number employed, increasing by 1.6% (19.51).

- This performance reflects a total of 31 staff from a workforce of 1,194.66.

- There are 17 operational members of staff within the organisation who are from an ethnic minority community, reflecting 1.9% of the operational workforce.

13

% of workforce who are women(LI 85)

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.
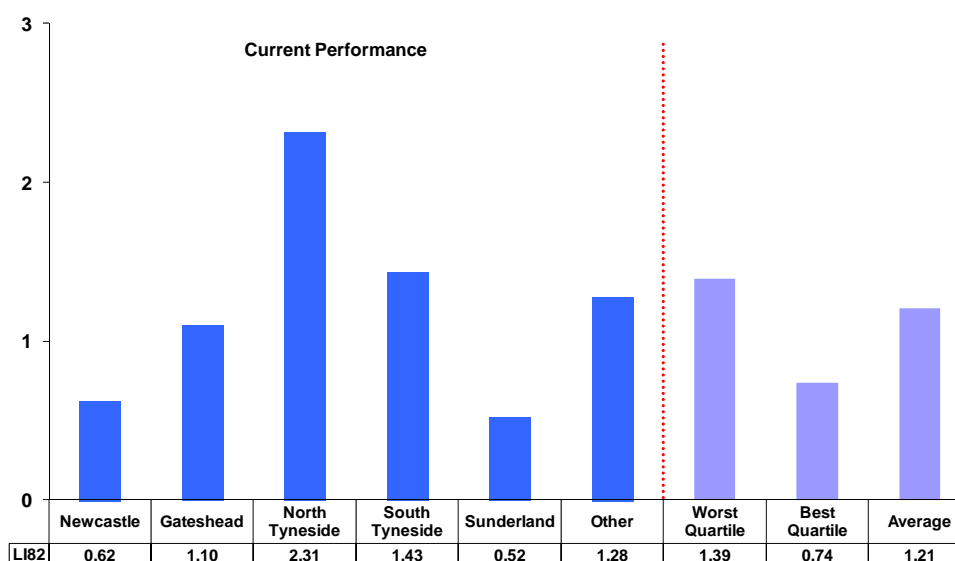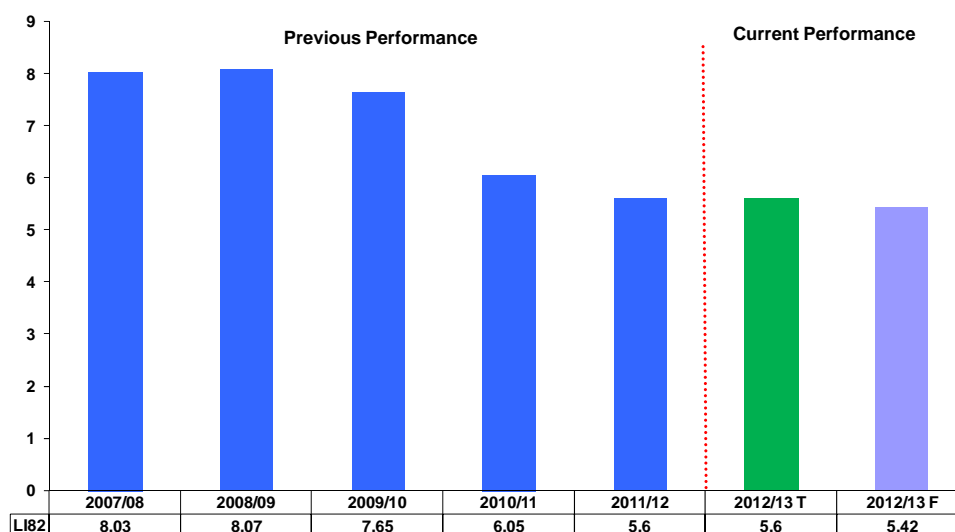

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F
LI85		19.8	21.3	20.3	20.6	21.1	21
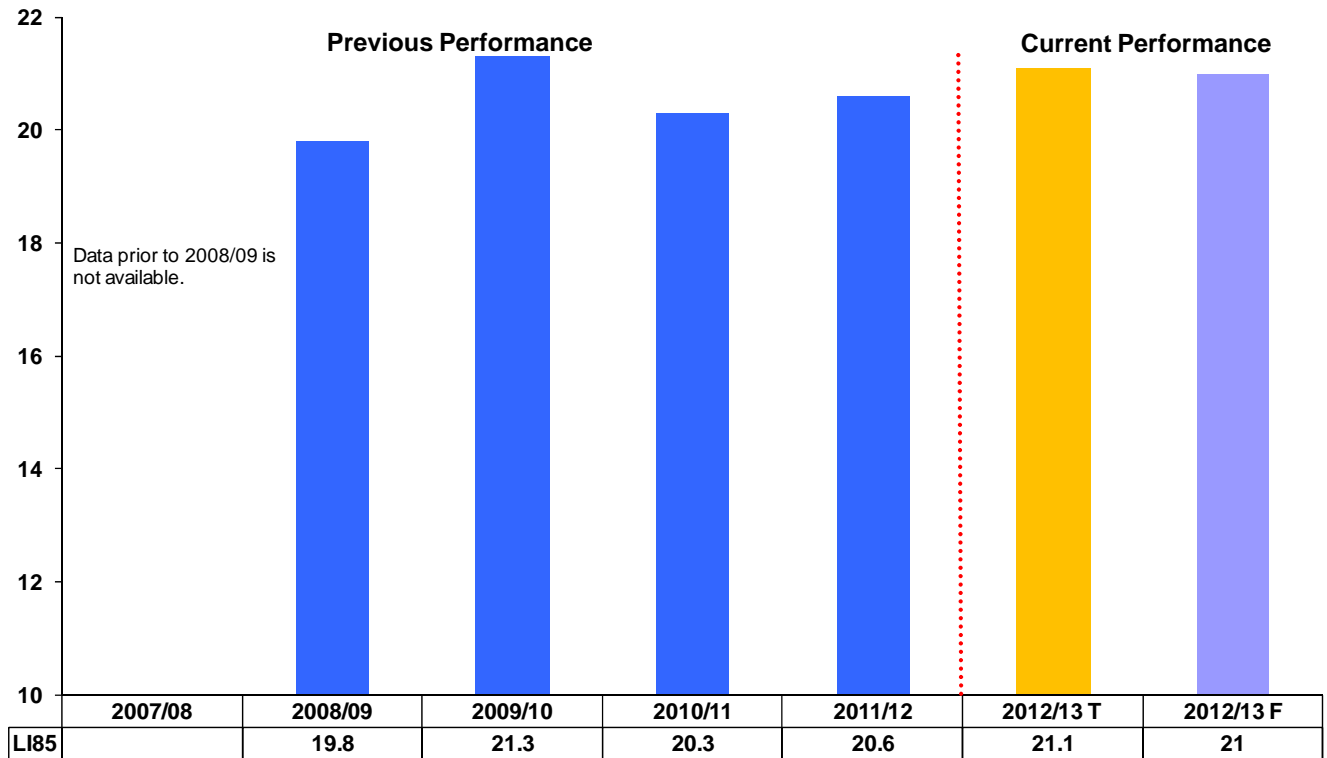
Key Performance Information:

- The percentage of women working for the organisation currently stands at 21%, an increase of 0.5% compared against the performance reported at the end of Quarter 1 2010/11.

- Based on this performance, we were within the variance of the target of 21.1%, based on current staffing levels this equates to a shortfall of 1.2 women.

- This performance reflects 251 employees out of a total workforce of 1,194.66 posts, reflecting an increase on the number (241) reported at the end of Quarter 1 2010/11.

14

Proportion of working days/shifts lost to sickness absence by all staff (LI 82)

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 for under a year.

LI82	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 T	2012/13 F
	8.03	8.07	7.65	6.05	5.6	5.6	5.42

LI82	Newcastle	Gateshead	North Tyneside	South Tyneside	Sunderland	Other	Worst Quartile	Best Quartile	Average
	0.62	1.10	2.31	1.43	0.52	1.28	1.39	0.74	1.21

Note: district data refers to sickness of staff under the responsibility of the District Manager only. '

Key Performance Information:

- The proportion of working days/shifts lost to sickness absence by all staff by the end of Quarter 1 2012/13 was 1.28. This reflects a reduction of 12.3% (0.18 days) when compared to Quarter 1 2010/11.

- This positive performance is reflected in the end of year forecast of 5.42 days which would mean we would exceed the target by 3.2%.

- Only Newcastle and Sunderland districts reported reductions when compared to the same period last year. 'Other' which is used for staff not under the responsibility of a District Manager also showed a reduction.

- Sunderland District showed the greatest improvement of 47.5% (0.47 days) when compared to the same period last year.

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Appendix A

A performance summary of all Local Indicators

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PPC Performance Report: (April – September 2012/13)

:

> **Note:**
> YTD **12/13** performance is colour coded against **YTD 11/12** to reflect improvement.
> **T 12/13** performance is colour coded against **F 12/13** to reflect improvement

> **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 from the Performance Management System on 01October 2012	A 07/08	A 08/09	A 09/10	A 10/11	A 11/12	YTD 12/13	F 12/13	T 12/13
Deaths and Injuries								
LI1 Number of deaths from accidental fires in dwellings	5	5	3	3	2	0	1	0
LI1.1 Number of deaths from accidental fires in dwellings per 100,000 population	0.46	0.46	0.28	0.27	0.18	0.00	0.00	0
LI2 Number of deaths from ALL fires	8	7	4	3	3	0	0	0
LI4 Number of injuries from accidental fires in dwellings	257	182	168	182	185	87	183	180
LI5 Number of injuries from ALL fires	340	241	238	228	241	109	239	236
Fire Attendance								
LI24 Total number of fire calls attended	12381	8876	8382	7952	7865	2724	6527	7687
LI25 Number of primary fires excluding road vehicles (part 1 of LI29)	2343	1558	1533	1401	1322	598	1271	1289
LI26 Number of primary fires involving road vehicle (part 2 of LI29)	1258	1017	877	736	621	275	552	604
LI29 Number of primary fires per 100,000 population	325.5	232.8	217.8	193.3	175.6	79	164.9	171.2
LI35 Number of fires in non-domestic premises per 1,000 non-domestic premises.	18	12.25	10.8	10.6	9.5	4.2	9.4	9.4

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PPC Performance Report: (April – September 2012/13)

		A 07/08	A 08/09	A 09/10	A 10/11	A 11/12	YTD 12/13	F 12/13	T 12/13
	Accidental Fires								
LI8	Number of accidental fires in dwellings (LI8.1 as a whole number)	1110	704	710	649	574	274	569	560
LI8.1	Number of accidental fires in dwellings per 10,000 dwellings	23.4	14.8	15.0	13.7	12.1	5.8	12.0	11.8
LI9	Number of accidental kitchen fires (part 1 of LI8)	801	476	422	410	355	164	343	346
LI10	Number of accidental non kitchen fires (part 2 of LI8)	309	228	288	239	219	110	226	214
	Deliberate Fires								
LI33	Number of deliberate primary fires and secondary fires	9581	7007	6423	6068	6011	1946	4871	5891
LI16	Number of deliberate secondary fires	7895	5645	5272	5156	5173	1593	4115	5069
LI18	Number of refuse fires started deliberately	5397	4115	3685	3580	3796	985	2990	3720

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PPC Performance Report: (April – September 2012/13)

		A 07/08	A 08/09	A 09/10	A 10/11	A 11/12	YTD 12/13	F 12/13	T 12/13
False Alarms									
LI22	Number of false alarm calls due to automatic fire alarms from non domestic premises (LI22.1 as a whole number)*	2774	2667	3475	3438	3096	1354	2849	3003
LI22.1	Number of false alarms due to automatic fire detection, per 1,000 non domestic properties	88.4	85.0	110.7	109.6	87.4	43.2	90.8	95.7
LI23	Number of false alarms due to automatic fire detection from domestic premises	2698	2502	2451	2381	2445	1426	2676	2371

* Due to a revised definition of non domestic premises performance prior to and after 2009/10 is not comparable

		A 07/08	A 08/09	A 09/10	A 10/11	A 11/12	YTD 12/13	F 12/13	T 12/13
Home Safety Checks									
LI34	Number of HSC successfully delivered by Operational Crews to a high priority dwelling	17087	16657	17749	17779	18189	9401	17774	18000

		A 07/08	A 08/09	A 09/10	A 10/11	A 11/12	YTD 12/13	F 12/13	T 12/13
Control									
LI20	Number of malicious false alarm calls NOT ATTENDED	207	150	83	123	105	31	72	100
LI21	Number of malicious false alarm calls ATTENDED	685	596	282	271	259	135	253	259
LI41	Percentage of emergency callers engaged within 7 seconds	98.1%	98.3%	98.9%	99.4%	99.2%	95.6%	97.8%	99%
LI42	Percentage of fire appliances despatched within 60 seconds	57.90%	60.0%	51.5%	59.8%	62.6%	58.6%	60.7%	63.0%

		A 07/08	A 08/09	A 09/10	A 10/11	A 11/12	YTD 12/13	F 12/13	T 12/13

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PPC Performance Report: (April – September 2012/13)

	Diversity and Equality							
LI70	The level (if any) of the Equality Standard for Local Government to which the Authority conforms	3	4	Working towards excellent	Working towards excellent	Working towards excellent	Working towards excellent	Excellent
LI72	The percentage of the top 5% of earners that are women	13.9%	13.9%	14.8%	16.0%	14.3%	14.3%	17.1%
LI73	Percentage of the top 5% of earners from ethnic minority communities	2.5%	5%	4.9%	5.3%	2.9%	2.9%	3.3%
LI74	Percentage of the top 5% of earners that have a disability	1.3%	2.53%	1.2%	1.3%	1.4%	1.4%	1.8%
LI87	Percentage of workforce with a disability		2.6%	3.8%	3.6%	3.8%	3.7%	4.0%
LI78	Percentage of Operational (uniformed) staff from ethnic minority communities	0.72%	1.66%	1.7%	1.9%	2.1%	1.9%	2.5%
LI86	Percentage of workforce from an ethnic minority community		1.95%	2.2%	2.4%	2.6%	2.6%	3.0%
LI80	Percentage of women firefighters	4.3%	4.82%	4.84%	5.5%	5.6%	5.7%	6.0%
LI85	Percentage of workforce who are women		19.8%	21.3%	20.3%	20.6%	21%	21.1%

	Absence and Retirement								
LI82	Proportion of working days/shifts lost to sickness absence by all staff	8.03	8.07	7.65	6.05	5.6	1.28	5.42	<5.6

	Finance and Procurement							
LI64	The % of invoices for commercials goods and services paid by the Authority within 30 days of receipt or within the agreed payment terms	96.8	97.0	97.9	97.5	97.0	95.4	100

Population: 1106300 (Mid 2010 Population Estimates ONS)
Dwellings: 474000 (Estimate for Dwellings from TWRI May 2010)
Non Domestic: 31381 (Estimate for Non Domestics from CLG 31st December 2008)

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<u>Appendix B</u>

Local Indicator performance against
2012/13 targets and 2011/12 performance

21

PPC Performance Report: (April – September 2012/13)
Forecasted end of year performance 2012/13 against target

The chart below highlights the percentage of Local Indicators (LI) that are forecast to exceed, miss or be within the variance (2.5% less than target) of the 2012/13 service target
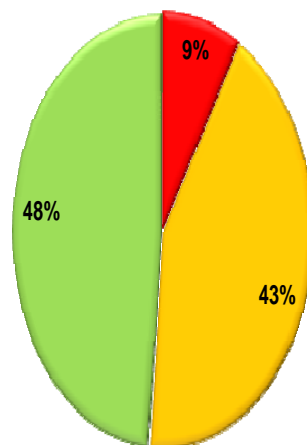
Within Variance (Yellow):

LI4   Number of injuries from accidental fires in dwellings

LI5   Number of injuries from all fires

LI8   Number of accidental fires in dwellings

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

LI34   Number of HSC successfully delivered by Operational Crews to a high priority dwelling

LI41   Percentage of emergency callers engaged within 7 seconds

LI42   Percentage of fire appliances despatched within 60 seconds

LI72   Percentage of the top 5% of earners that are women

LI73   Percentage of the top 5% of earners from ethnic minority communities

LI74   Percentage of the top 5% of earners that have a disability

LI78   Percentage of Operational (uniformed) staff from ethnic minority communities

LI80   Percentage of women firefighters

LI85   Percentage of workforce who are women

LI86   Percentage of workforce from an ethnic minority community

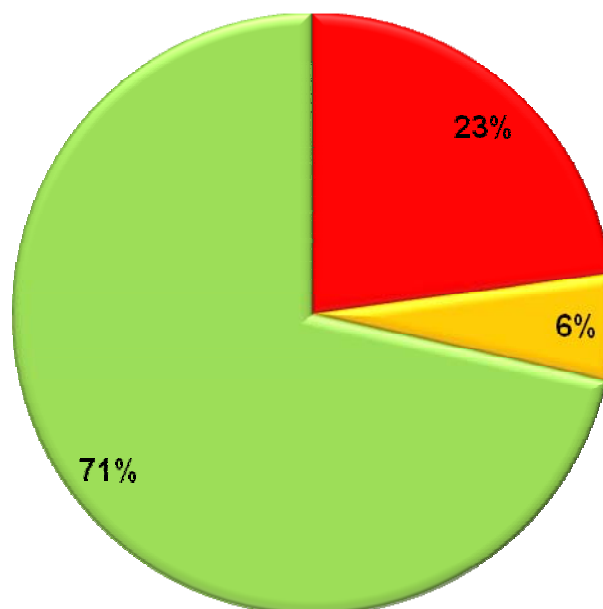LI87   Percentage of workforce with a disability

Missed Target (Red):

LI10   Number of accidental non kitchen fires

LI23   Number of false alarms due to automatic fire detection from domestic premises

LI64   The % of invoices for commercials goods and services paid by the Authority within 30 days of receipt or within the agreed payment terms

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Comparison of Q2 2012/13performance against Q2 2011/12

The chart below highlights the percentage of Local Indicators (LI) that are forecast to exceed, miss or be within the variance (2.5% less than target) of the performance achieved in 2011/12.

Within Variance:

LI64   The % of invoices for commercials goods and services paid by the Authority within 30 days of receipt or within the agreed payment terms

LI87   Percentage of workforce with a disability

Not improved on 2011/12 performance:

LI4   Number of injuries from accidental fires in dwellings

LI5   Number of injuries from all fires

LI10   Number of accidental non kitchen fires

LI23   Number of false alarms due to automatic fire detection from domestic premises

LI34   Number of HSC successfully delivered by Operational Crews to a high priority dwelling

LI41   Percentage of emergency callers engaged within 7 seconds

LI42   Percentage of fire appliances despatched within 60 seconds

LI78   Percentage of Operational (uniformed) staff from ethnic minority communities

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Appendix C

Comparison of TWFRS performance against
the Metropolitan FRS Family Group
Quarter 1 2012/13

24

PPC Performance Report: (April – September 2012/13)

We compare our quarterly performance with the Metropolitan FRS Family Group. This precise compares our performance for our Service Led and Local Priorities for **Quarter 1 2012/13**. To allow accurate comparisons to be made the actual figures are divided by per 10,000 or 100,000 population or 1,000 dwellings.

As you will see, despite reporting positive performance against our targets, there are areas where our performance is somewhat worse than our colleagues. Conversely there are areas where our performance excels and we may be in a position to share our best practice.

Number of primary fires per 100,000population (LI29)
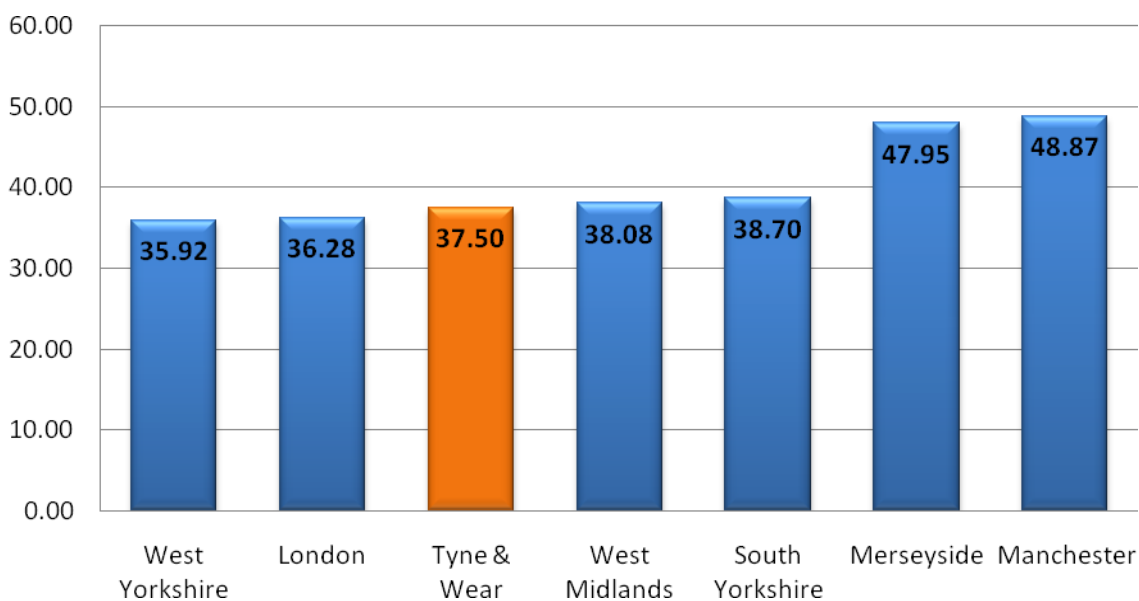
- Our performance is better than average.
- It is above worst quartile.
- There was a 24% improvement on Q1 11/12.

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Number of fire fatalities per 100,000 population (LI2)
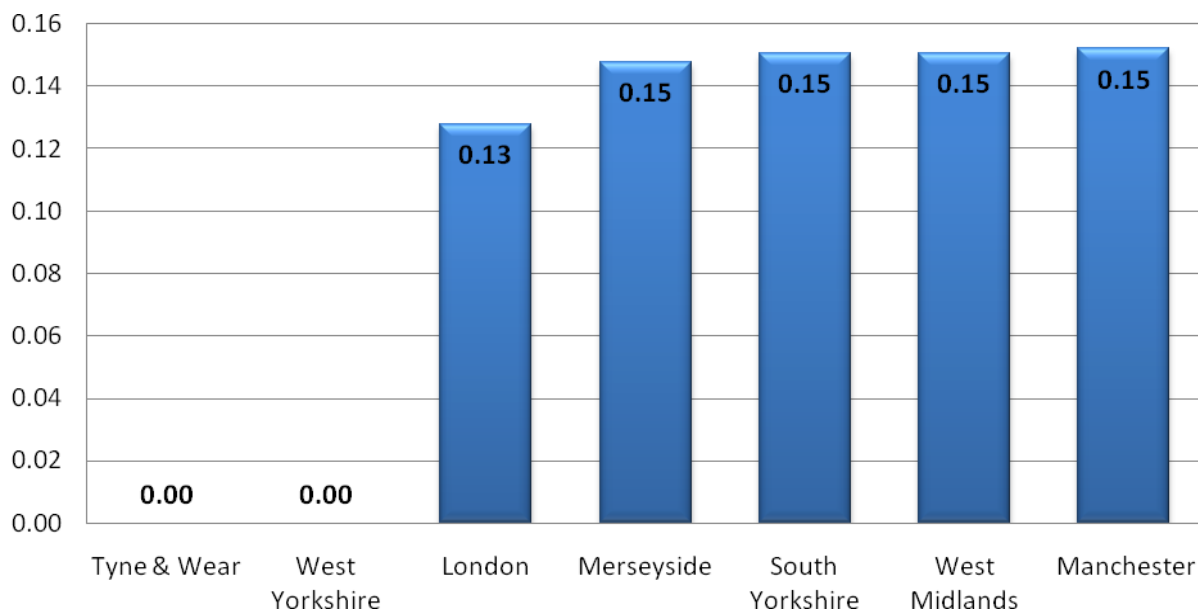
- We continue to be top performer for this indicator.
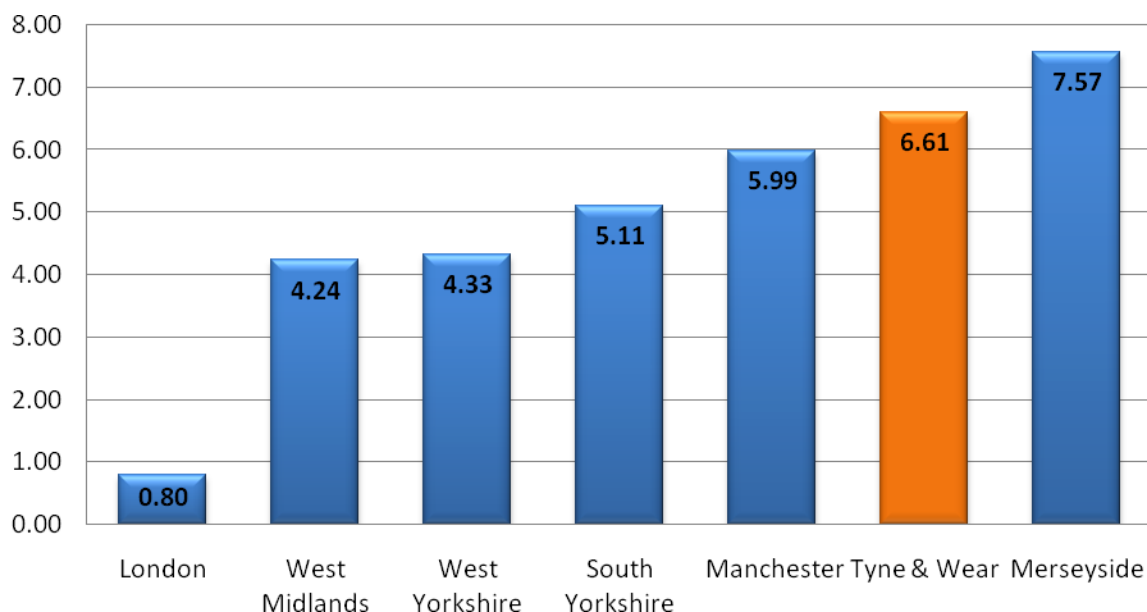- In the best quartile and well below average performance.

All deliberate fires per 10,000 population (LI33)

- In the worst quartile.
- Our performance is getting closer to Manchester's.
- London report differently to the rest of the group.

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PPC Performance Report: (April – September 2012/13)

Deliberate secondary fires per 10,000 population (LI16)

- We were worst performer for this indicator at end of 2011/12.
- Still in worst quartile and well above average performance.
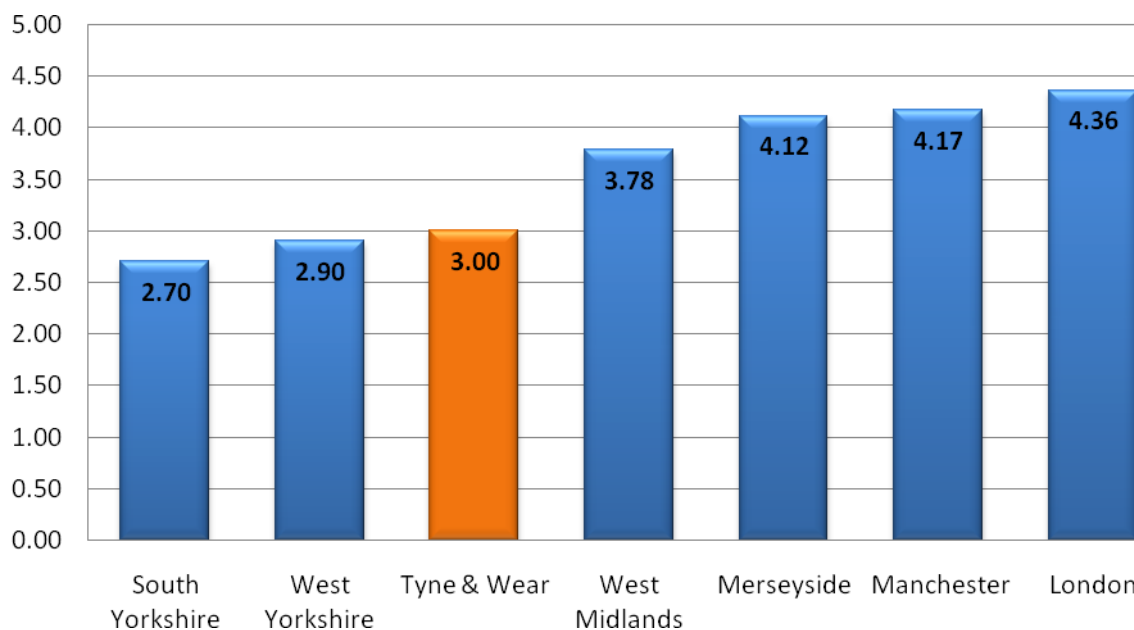- London report differently to the rest of the group.

Number of injuries arising from accidental fires in dwellings per 100,000 population (LI3)
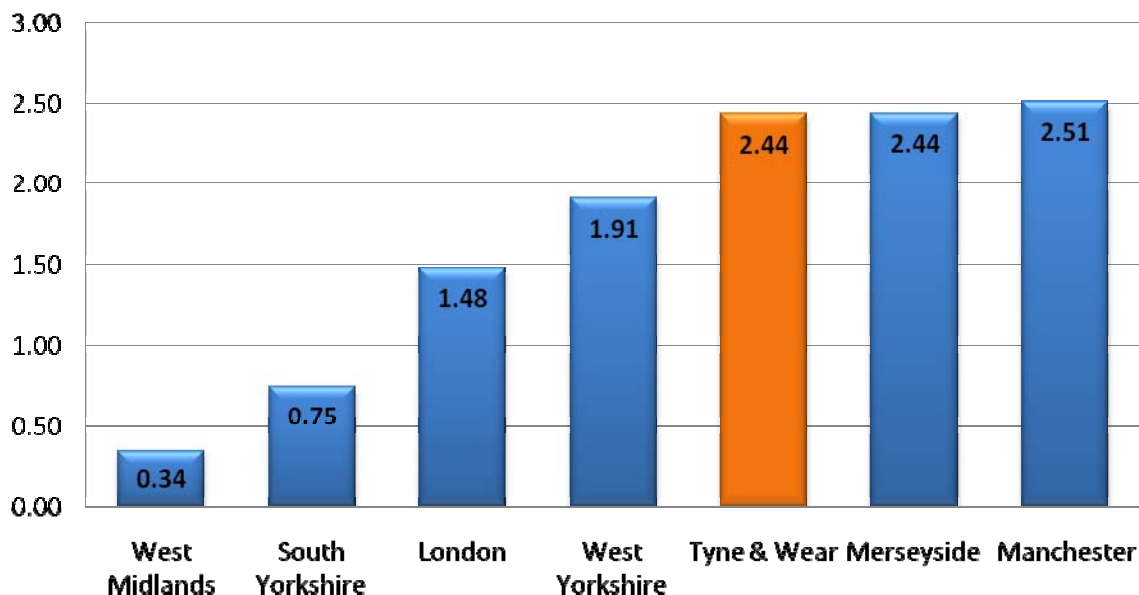
- This excludes precautionary checks and first aid at scene.

- In the worst quartile

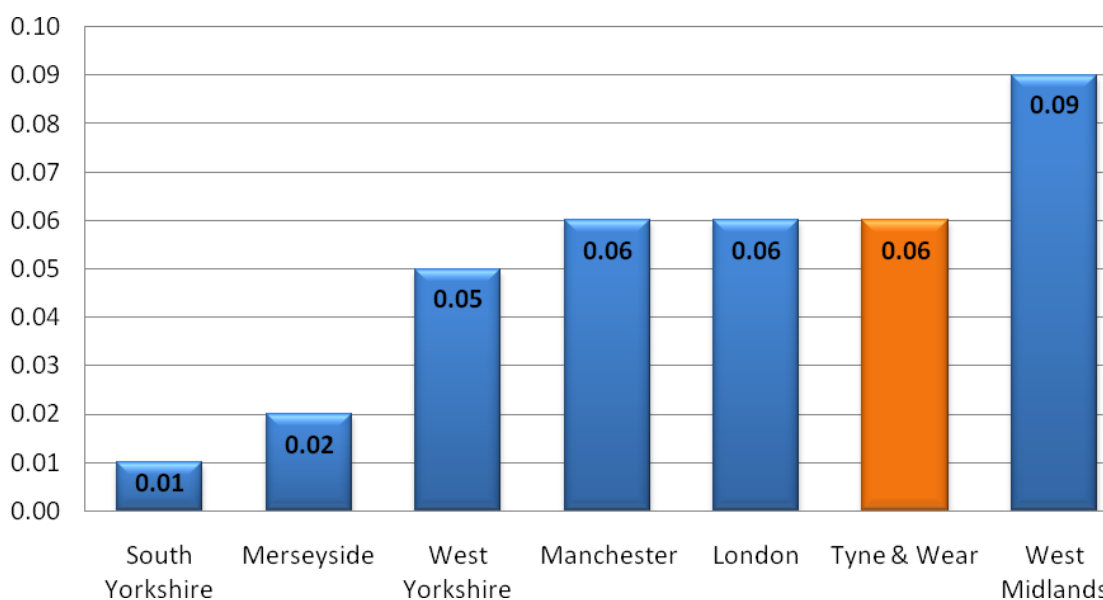- Manchester's figures have more than halved when compared to last year.

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Accidental Dwelling Fires per 10,000 dwellings (LI8)

- Above average performance and just outside best quartile.
- Similar performance to last year.

Number of calls to malicious false alarms attended per 1,000 population (LI21)

- Performance below average.
- Slight improvement on Q1 11/12
- Inside the worst quartile but looking at the similarity of figures this cannot be considered.

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PPC Performance Report: (April – September 2012/13)

False alarms caused by automatic fire detection apparatus per 1,000 non domestic properties (LI22)
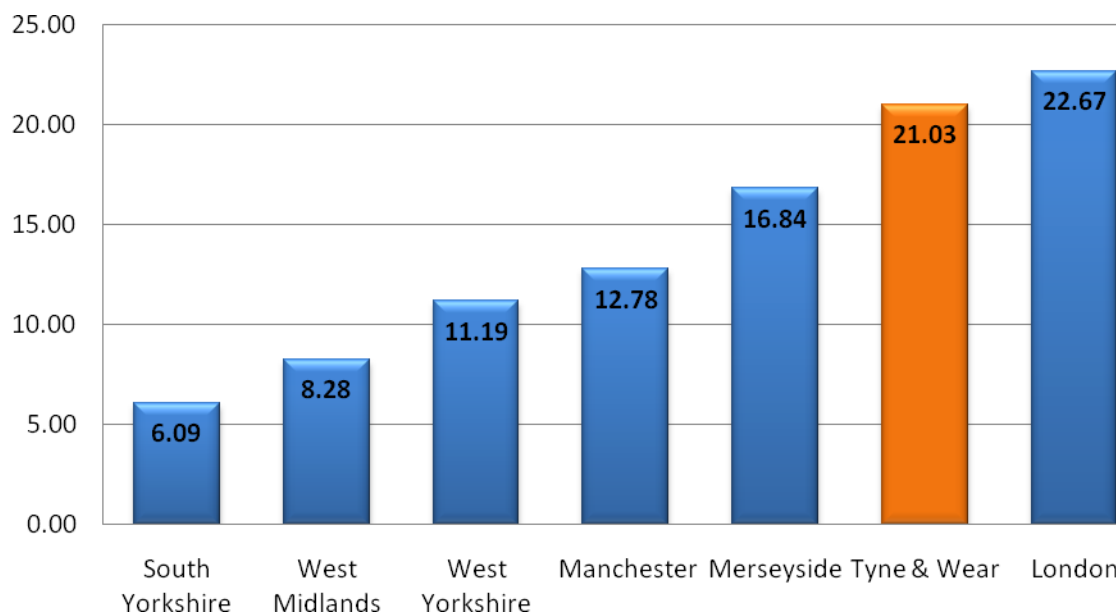
- In the worst quartile
- Below average performance, despite achieving showing improvement.

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SUBJECT: ICT STRATEGY 2012 -2015

1   PURPOSE

1.1   The purpose of this report is to seek the views of the Policy and Performance Committee on the revised Information Communication Technology (ICT) Strategy 2012 -2015.

2   BACKGROUND

2.1   The ICT strategy is a key corporate document which outlines how the Authority intends to optimise the use of ICT in order to achieve its objectives. It is underpinned by the ICT element of the Asset Management Plan which sets out in detail the ICT assets owned by the Authority and the use made of these.

2.2   As part of the back office review of ICT, it was recommended that the ICT strategy was reviewed and updated to ensure a clear position on how ICT will be used as an enabler, and the level of investment required to support this over the coming years. This paper presents a revised ICT strategy which seeks to create a clear focus on how ICT will be used.

3.   **STRATEGIC CONTEXT**

3.1   The ICT Strategy sets out our medium to long term plans for the use of ICT to support the delivery of the four corporate goals:

- To prevent loss of life and injury from fire and other emergencies and promote community wellbeing
- To respond appropriately to the risk
- To plan and prepare for exceptional events
- To deliver a modern, effective Service ensuring value for money with staff that reflect the communities that they serve

3.2   The resources associated with the ICT Strategy are agreed by Authority through the Capital Programme and Medium Term Financial Strategy.

3.3   The ICT strategy is not a technical document or an action plan for the ICT team. It relates to the use of ICT to underpin the priorities of the whole organisation, and is owned by the Strategic Management Team (SMT) and managed through the organisation's ICT Steering Group.

4.   ICT OBJECTIVES

4.1   The following objectives have been developed in terms of the specific use of ICT in delivering the corporate goals. The overall aim is for ICT:

To provide fit for purpose, cost effective information and telecommunication systems to support service delivery

4.2   The specific objectives for the use of ICT are:

a) To provide applications and devices which support effective service delivery.

b) To maintain resilient network and communication infrastructure

c) To provide support to all users of ICT systems

d) To facilitate efficiency across the organisation by supporting data integration, process improvement and reduced duplication

e) To ensure data and communications are secure and resilient

f) To link with national and regional developments in ICT systems where these assist in delivering our other ICT objectives

g) To make discriminating choices about which new technologies to embrace, based on a long term view of need and understanding of developments in the marketplace

5.   STRATEGIC PRIORITIES

5.1   In providing the ICT systems required to deliver organisational priorities, strategic choices must be made about which priorities are the most important, and how ICT should be used in delivering them.

5.2   In terms of deciding priorities for the use of ICT, the following criteria have been developed and form a key part of the strategy:

a) Systems essential to maintain command, control and operational delivery. This includes development of new systems, or provision of replacement systems linked to contract lifespan, recognised capacity problems or need for greater functionality

b) Systems essential to the achievement of IRMP actions

c) Systems which facilitate efficiency but are not linked to IRMP actions

5.3   Priority projects will always be determined using these criteria, which should be explicitly considered as part of the process of submitting Capital Appraisal forms (CAFs) for ICT related projects.

5.4   Using these criteria, the priority projects for the next 3 years have been identified and these are detailed in the Strategy, and summarised in the diagram overleaf (also included within the strategy document).

PREVENTING PROTECTING RESPONDING

Provide applications which support effective service delivery	Maintain resilient network infrastructure	Provide support to all users of ICT systems	Facilitate efficiency by supporting data integration, process improvement and reduced duplication	Ensure data is secure and resilient

Link with national and regional developments in ICT systems where these assist in delivering our other ICT objectives

Make discriminating choices about which new technologies to embrace

Mobilising and control	Mobilising and control	Mobilising and control	Mobilising and control	Mobilising and control
HRMIS rostering, training course management, incident management	Efficient networks and servers		**HRMIS** rostering, training course management, incident management	**HRMIS** rostering, training course management, incident management
Digital radios	Improved communications in special locations		SAP	
GIS			GIS	
			Single asset tracking system	

6.   DELIVERY

6.1   The delivery of ICT projects will be carried out through the Authority's processes for planning, resource allocation, project management, performance management and evaluation. Strategic Management Team (SMT) will ensure that such actions are included in high level strategies; that resources are allocated to these as appropriate; and that targets are set and progress reported and managed.

6.2   In terms of resource allocation, ICT projects are subject to the same process as all others in terms of acceptance or otherwise as part of the Capital Programme, which is agreed by Members on an annual basis.

7.   FINANCIAL IMPLICATIONS

7.1   The financial implications of the ICT strategy are set out in the Medium Term Financial Strategy and monitored through the quarterly budget reports.

8.   LEGISLATIVE IMPLICATIONS

8.1   There are no legislative implications.

9.   HR AND L&D IMPLICATIONS

9.1   ICT projects are managed within the HR and Learning and Development processes of the organisation.

10.   STRATEGIC PLAN LINK

10.1   The ICT Strategy supports all the organisational goals since ICT is essential to delivering effective service across the whole spectrum of service activity. There is a specific link with Goal 4 – To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve.

11.   EQUALITY AND FAIRNESS IMPLICATIONS

11.1   All E & D implications will be considered when procuring ICT supplies and when managing ICT projects

12.   HEALTH AND SAFETY IMPLICATIONS

12.1   There are no known health and safety implications

13.   CONSULTATION

13.1   The ICT strategy was developed through consultation with the ICT Steering group and heads of departments.

14.   RECOMMENDATIONS

14.1   The Committee is requested to:

a)   Review and comment upon the contents of the ICT Strategy

Tyne & Wear Fire and Rescue Authority

ICT STRATEGY

2012-15

Contents

1.   INTRODUCTION

1.1. ICT is a key element of the infrastructure underpinning TWFRA's service delivery, organisational efficiency and effectiveness. The availability and capacity of new technologies is subject to rapid development, with new possibilities and products available every year. TWFRA has embraced and benefited from many of these developments, whether independently or as part of national projects such as Firelink. ICT has supported operational delivery through significant improvements in communication and the availability of live risk information; it has also enabled efficiency through server virtualisation and increased network capability.

1.2. However, given the ever changing nature of technology and the requirement to operate within a smaller financial envelope under the Comprehensive Spending Review 2010, it is essential that the Authority has a clear position on how ICT will be used as an enabler, and the level of investment required to support this over the coming years.

1.3. This ICT Strategy is a key corporate document which outlines how the Authority intends to optimise the use of ICT in order to achieve its objectives. It is underpinned by the ICT element of the Asset Management Plan which sets out in detail the ICT assets owned by the Authority and the use made of these.

2.   Strategic context

2.1   The ICT Strategy sets out our medium to long term plans for the use of ICT to support the delivery of the four corporate goals:

- To prevent loss of life and injury from fire and other emergencies and promote community wellbeing
- To respond appropriately to the risk
- To plan and prepare for exceptional events
- To deliver a modern, effective Service ensuring value for money with staff that reflect the communities that they serve

2.2   The resources associated with the ICT Strategy are agreed by Authority through the Capital Programme and Medium Term Financial Strategy.

2.3   The ICT strategy is not a technical document or an action plan for the ICT team. It relates to the use of ICT to underpin the priorities of the whole organisation, and is owned by SMT and managed through the organisation's ICT Steering Group.

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2.4   The relationship between the ICT Strategy and overall corporate strategy is shown below:

Local priorities-Sustainable Community Strategies	National guidance	Political will	Integrated risk mgt	Current and desired future performance

Strategic Community Safety Plan (Corporate Plan)

Key corporate strategies (medium term financial strategy, ICT Strategy, HR strategy, asset management plan etc)

Spending Review and budget savings

Service and District Plans

Personal work programmes

3.   ICT objectives

3.1   In delivering the corporate goals, the specific aim for the use of ICT is:

To provide fit for purpose, cost effective information and telecommunication systems to support service delivery

3.2   The specific objectives for the use of ICT are:

a) To provide applications and devices which support effective service delivery.

b) To maintain resilient network and communication infrastructure

c) To provide support to all users of ICT systems

d) To facilitate efficiency across the organisation by supporting data integration, process improvement and reduced duplication

e) To ensure data and communications are secure and resilient

f) To link with national and regional developments in ICT systems where these assist in delivering our other ICT objectives

g) To make discriminating choices about which new technologies to embrace, based on a long term view of need and understanding of developments in the marketplace

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4. Overview of system requirements

4.1 In order to deliver the objectives set out above, the following are considered to be the requirements of the organisation. The specific technologies and equipment used to deliver these functions is described in detail in the Asset Management Plan.

a) To provide applications and devices which support effective service delivery.

- Devices to access ICT services (PCs, laptops, tablets, mobile data terminals etc) appropriate to all roles, locations and modes of working eg remote access
- Intranet to provide easy access to services and information
- Web based communication channels to enhance community safety (eg website, email, social media)
- Effective, secure and reliable telecommunications between Control, stations, appliances and officers to support mobilising, command and control (including fireground and mainscheme radios (Airwave), pagers and alerters and ICCS)
- Effective, integrated systems for sharing live risk and performance data across the organisation and beyond
- Ability to capture, report and performance manage incident information.
- Effective systems for workforce planning, staff management and deployment, and maintenance of training records
- Effective systems for tracking, managing and testing vehicles and equipment
- Systems to support incident assurance and investigation
- Systems to manage the carbon output of buildings
- Budget planning and financial management systems
- Systems to support electronic procurement and requisitioning
- Geographic Information Systems (GIS) and Gazetteer systems
- Asset tracking system
- Provision of ICT based learning and development packages
- Closed Circuit Television (CCTV)
- Targeting systems to support community safety work

b) To maintain resilient network and communication infrastructure

- Telephone and data networks
- Servers including virtual servers
- Data storage eg Storage Area Network (SAN)
- Network management systems
- System integration hardware/software

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c) To provide support to all users of ICT systems

- Provision of technical advice, assistance and basic training to end users s
- Repair, maintenance and upgrade of desktop hardware, networks, fixed and mobile telephony
- Administrative support of file servers, mail servers and application servers (including Financial, Payroll, Mobilising, Management Information System, Document Management, Protection and Technical, Corporate Planning etc)
- Provision of training in the effective use of ICT in delivering individual roles

d) To facilitate efficiency across the organisation by supporting data integration, process improvement and reduced duplication

- Provision of middleware to reduce multiple systems and data sources
- Support for process improvement work to minimise multiple keying in/analysis of data
- Support for electronic data capture and reduction in paper based systems

e) To ensure data is secure and resilient

- Access to hardware, applications and information based on requirements of the role
- Unique logons and two factor authentication (e.g. Smartcards) to access sensitive data.
- Protection of data through backups and firewalls
- Appropriate information security policies
- Business continuity/backup arrangements for failure of key systems

f) To link with national and regional developments in ICT systems where these assist in delivering our other ICT objectives
- Systems to support the requirements of Firelink and interoperability between emergency responders
- Systems to support integrated provision of Mobilising functions as required at the regional level

g) To make discriminating choices about which new technologies to embrace, based on a long term view and understanding of developments in the marketplace
- Maintenance of understanding of developments in ICT whether fire specific or generic
- Application of strategic principles and priorities in developing/procuring new solutions (see below)
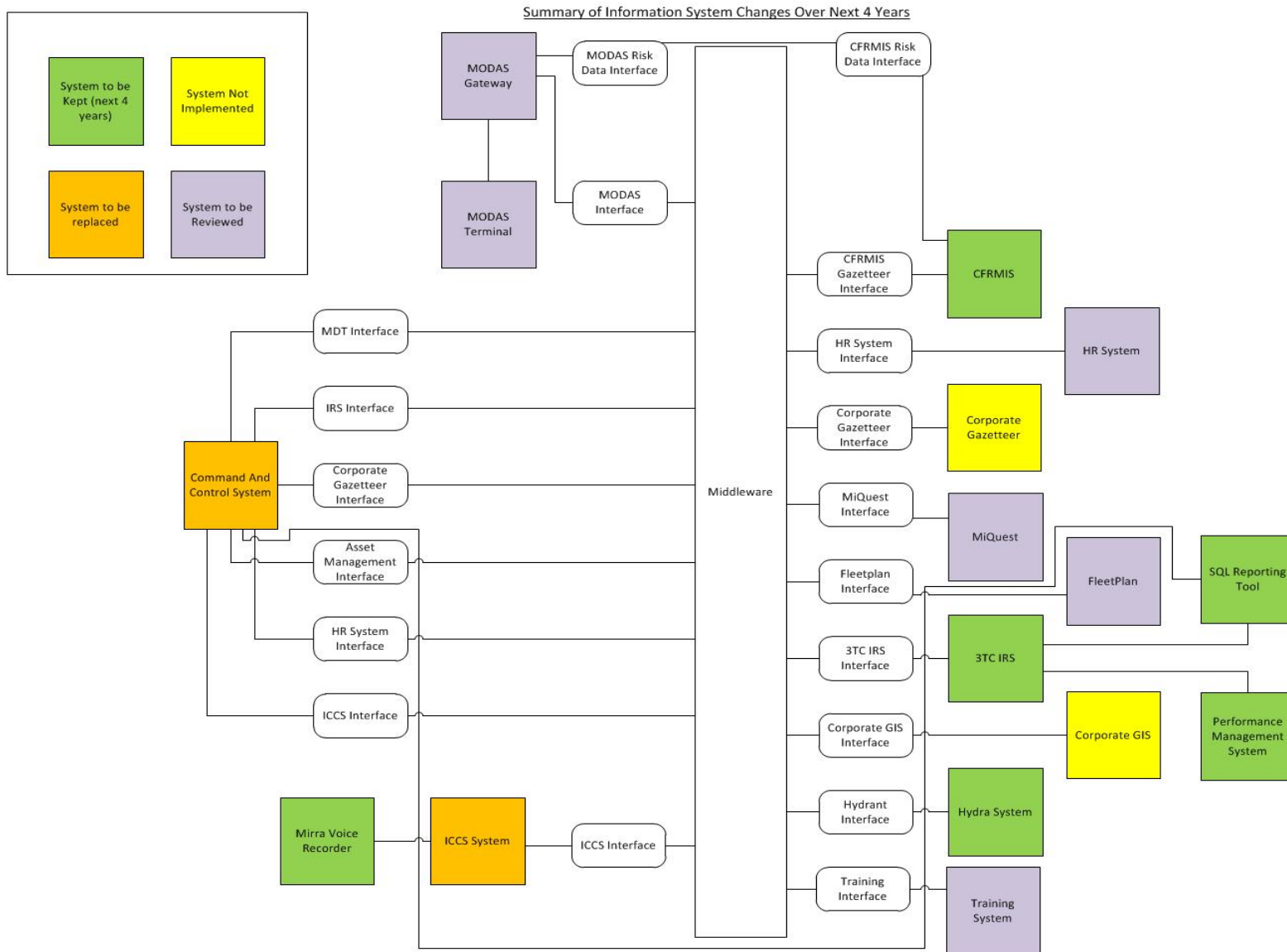
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5.   Strategic priorities

5.1   In providing the ICT systems required to deliver organisational priorities, strategic choices must be made about which priorities are the most important, and how ICT should be used in delivering them.

5.2   In terms of deciding priorities for the use of ICT, TWFRA will use the following criteria:

   a) Systems essential to maintain command, control and operational delivery. This includes development of new systems, or provision of replacement systems linked to contract lifespan, recognised capacity problems or need for greater functionality

   b) Systems essential to the achievement of IRMP actions

   c) Systems which facilitate efficiency but are not linked to IRMP actions

5.3   Priority projects will be determined using these criteria, which should be explicitly considered as part of the process of submitting Capital Appraisal forms (CAFs) for ICT related projects (see Delivery, section 6).

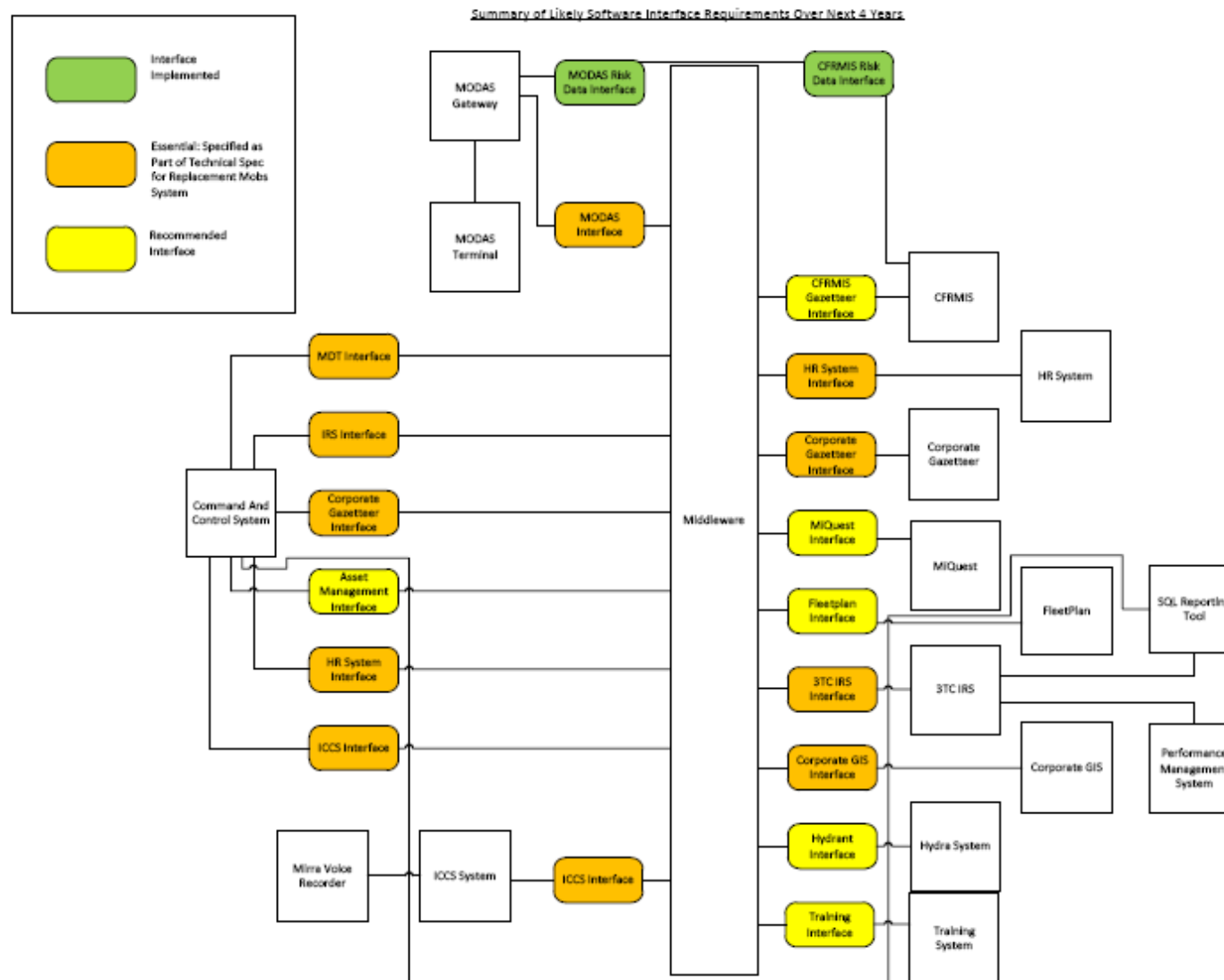5.4   The following strategic decisions have been made which shape the priorities for ICT for 2012-15.

5.5   Mobilising and Control are the primary development priority for ICT

5.5.1   The replacement of the existing Mobilising system, including enhancements to the command and control function and the embedding of new/modified processes are the key strategic priority for ICT over the life of this Strategy. This level of priority is determined by the fact that:

   - An effective and resilient mobilising system is required to support all operational priorities
   - This is an IRMP priority for 2012-14, influenced by the demise of RCC and the resulting need to replace our systems by 2014 based on their projected lifespan
   - The project is essential but high cost and resource intensive; it needs a high level of investment, project management and staff input across the organisation to ensure it is delivered effectively and efficiently
   - A wide range of ICT systems are required to integrate in order to provide effective mobilisation, and this project provides the opportunity to achieve greater systems integration which will support future efficiency beyond the project

5.5.2   The diagrams overleaf illustrate the areas where ICT development is required as an enabler of the new command and control system. These assume that:

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a) The project is based on the retention of some systems and the replacement or review of others as shown in Diagram 1

b) Middleware is used to provide integration of systems. The interfaces required to allow the command and control system to link through BizTalk should be included in the technical specification and procurement process for the command and control system

c) Interfaces provided through middleware are prioritised based on whether they are top priority *(essential* to delivering the Command and Control Project), or second priority (*desirable* from a Mobilising or efficiency perspective)- shown in Diagram 2

d) The priority interfaces for the use of middleware are those shown in orange on Diagram 2, ie the MODAS interface, MDT interface, ICCS interface, MIS interface (those elements concerned with mobilising as opposed to record keeping), IRS interface/3TC IRS interface. Other interfaces shown in the diagram will be built into the work programme only after the essential systems have been put in place

e) A gazetteer should be built into the technical specification to enable the command and control system; the rationalisation of existing GIS systems and gazetteers is desirable but of lower priority than the above

f) Creation of a single Asset Management interface (ie rationalisation of Miquest/Fleetplan) is desirable but not essential to the Command and Control Project because asset based mobilising is not part of the objectives of the project. As such it is lower priority and ICT developer time should not focus upon this until work on the command and control technical specification is complete.

5.5.3 This project will require input from staff across the organisation and specifically across the ICT function whether in development, communications systems or infrastructure/support.

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Summary of Information System Changes Over Next 4 Years

Summary of Likely Software Interface Requirements Over Next 4 Years

5.6   HR Management Information System (HRMIS) upgrades are the second ICT development priority, linked to the Command and Control Project

5.6.1 TWFRA has a range of systems in place which contain staff data used for a variety of purposes. These include:

- HR Management Information System (MIS) providing rostering, HR, training course management and incident management functions
- Occupational Health database
- Recruitment database
- SAP payroll system (Sunderland Council)
- Contacts list
- RedKite
- Mobilising system
- Intranet
- Miquest asset tracking system
- Security system
- CFRMIS

5.6.2 The rationalisation and integration of these systems is *desirable* because multiple systems cause inefficiency through multiple data entry. This has been identified as an issue through the review of back office services 2010/11

5.6.3 However, the integration of the functionality of key elements of the MIS is *essential* because:

- The top priority Command and Control Project has dependencies on some elements of this (need to integrate staffing, training and location details of staff in order to mobilise effectively)
- The core MIS, supplied by 3TC in 2001, is likely to become unviable in the near future due to the inability of the company to support and develop the present product
- Though it has a web interface, the current MIS has a back end containing over 700 tables with no relationships defined between them in the database

5.6.4 It is considered that a single off the shelf system meeting all the requirements of MIS is unlikely to be available, so the presumption is that a number of smaller systems will be used to replace the functionality of the MIS and Middleware will be used to as a platform to marry systems into a cohesive HR solution. A decision on whether a COTS (Commercial of the Shelf) system or a bespoke development will need to be considered for each MIS element e.g Training.

5.6.5 Priority will be given to those elements of MIS essential to support command and control (rostering, training course management, incident management). Elements of MIS/other applications which support other key HR business systems (eg HR, recruitment, occupational health, flexi) are of lower priority

and will only be progressed when there is capacity after the priority elements are complete.

5.6.6 A further strategic requirement of any replacement system is that it be "self service" via a web portal.

5.7 Fireground radios will be upgraded to Digital

5.7.1 Fireground radios are one of the most risk critical items of equipment used by operational firefighters to maintain command and control of incidents. Effective communications are essential to support operations and provide an integral part of the incident ground safety framework. It is considered that radio provision is an area where TWFRA should seek to continue to develop the functionality of radio communications as new technology develops.

5.7.2 TWFRS therefore intends to upgrade fireground radios to digital in the light of:

- Significant recent developments in radio provision in recent years particularly in relation to digital technology
- Issues identified through testing of the current handsets and potential Intrinsically Safe models. Work with suppliers of the latter, and extensive inhouse testing, showed differences in audibility levels and signal strength in environments with high levels of background noise, and where firefighters are working within structures comprising of high concentrations of concrete or steelwork

5.8 Improvements will be sought to communications infrastructure in specific locations

5.8.1 TWFRS intends to work with partners to improve ability to communicate in emergency situations in specific locations including Eldon Square, NEXUS/Metro and the Tyne Tunnel. These locations present specific challenges in terms of infrastructure and signals.

5.8.2 The service will engage with partners and seek collaborative approaches to improving communication in these situations, to the benefit of both ourselves, partners and the wider community in terms of enhanced community safety.

5.9 SAP is retained as the financial management system of the organisation

5.9.1 TWFRA's budgetary control and payroll activities are supported by the SAP system which is provided through a service level agreement with Sunderland City Council covering a range of financial services.

5.9.2 Although there are alternatives to the use of SAP, changing systems would incur considerable cost and effort without providing significant additional functionality, as well as impacting on the viability of our wider collaborative arrangements for financial services with Sunderland City Council (which have been shown through the back office review to deliver high quality).

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5.9.3   SAP is therefore assumed to be a fixed point in TWFRA's ICT strategy.

5.9.4   Consideration may be given to SAP in terms of systems integration, and should be included in future proposals for system integration through middleware, but as a lower priority which will only be progressed when there is capacity after the priority elements are complete.

5.10   Work will continue to maximise the efficiency and effectiveness of networks, servers, PC's and end user devices.

5.10.1 During 2009-11, the Authority invested in a refresh of the Wide Area Network which significantly increased bandwidth whilst reducing network costs by £27,000. This in turn enabled work to virtualise servers and manage equipment remotely, reducing hardware support costs.

5.10.2 Whilst it is not envisaged that further investment in the network will be required during the life of this Strategy, the end of the current network support contract in 2012 provides the opportunity to explore the best mode of delivery of network support (outsourced, insourced etc) and TWFRA will work to determine whether efficiency can be increased at this time.

5.10.3 PC's and other devices used to access information will continue to be replaced as part of an ongoing rolling programme as detailed in the ICT Asset Management plan. Where efficiency can be demonstrated through the implementation or adoption of new devices, that are fit for purpose, then new devices may be adopted.

5.11 Further development of Business Intelligence (BI) tools will continue.

5.11.1 Following work to upgrade the Incident Recoding System (IRS) work has begun to embed business intelligence tools into the intranet with many reports now being delivered through a web interface.

5.11.2 Performance reporting tools and management tools have been delivered via the intranet with regular enhancements made by the ICT Development Team.

5.11.3 It is proposed that any further development of business intelligence tools will be developed using Microsoft technologies to ensure best value in products already purchased by the organisation and a consistent look and feel for end users.

5.11.4 Given the expected change of key information systems and the ever changing information reporting requirements the use of business intelligence tools will evolve over a number of years and is not expected to have an 'end date'.

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5.12 Maintenance and support of FireLink

5.12.1 The maintenance and support of FireLink equipment will continue. The transition of FireLink related activity from the FireLink implementation project team to other functions will be managed.

5.12.2 As part of the Command and Control Project work to improve the utilisation of traffic units on the airwave network will be undertaken with the expectation in reducing the traffic unit usage by utilising data messages in preference to voice messages.

5.12.3 Work to support CLG on the 'Emergency Services Mobile Communications Programme (ESMCP)' will be undertaken as and when required.

5.13 Summary of strategic priorities

5.11.1 The diagram overleaf summarises the strategic priorities linked to the ICT objectives.

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Provide applications which support effective service delivery	Maintain resilient network infrastructure	Provide support to all users of ICT systems	Facilitate efficiency by supporting data integration, process improvement and reduced duplication	Ensure data is secure and resilient

Link with national and regional developments in ICT systems where these assist in delivering our other ICT objectives

Make discriminating choices about which new technologies to embrace

Mobilising and control	Mobilising and control	Mobilising and control	Mobilising and control	Mobilising and control
HRMIS rostering, training course management, incident management	Efficient networks and servers		**HRMIS** rostering, training course management, incident management	**HRMIS** rostering, training course management, incident management
Digital radios	Improved communications in special locations		SAP	
GIS			GIS	
			Single asset tracking system	

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6. Delivery

6.1 The strategic priorities outlined above translate into a number of detailed programmes of work against which resources will be allocated and progress managed. This section gives a high level account of the planned work programmes and the outcomes that are sought. Lower priority activities are shown in italics.

6.2 The delivery of these programmes will be carried out through the Authority's processes for planning, resource allocation, project management, performance management and evaluation. Service Management Team (SMT) will ensure that such actions are included in high level strategies; that resources are allocated to these as appropriate; and that targets are set and progress reported and managed.

6.3 In terms of resource allocation, ICT projects are subject to the same process as all others in terms of acceptance or otherwise as part of the Capital Programme. This means that Capital Appraisal forms will be completed for all relevant projects and the ICT Steering Group will ensure that these are robust and in line with the ICT Strategy before they go forward to the Asset Management Group.

6.4 This process is intended to ensure that ICT priorities are identified through consideration of wider organisational priorities, and are properly planned and resourced, realistically considering all resource requirements including officer time and the wider implications of implementing the proposed project on the whole organisation (roll out times, training requirements etc).

6.5 Where detailed scoping work cannot be completed or requires significant input from the ICT Team to arrive at a realistic assessment of resources required (ie feasibility work), a separate business case should be produced to allow staff resources (and any consultancy costs) to be allocated to this work before proceeding to a full project. The CAF form can be used for this purpose.

6.6 All ICT projects will be managed in accordance with the Authority's project management framework as set out in Admin Procedures 08.02 to 08.04. This includes the identification a register of live projects will be maintained by the ICT Steering Group, which will also monitor delivery of the projects in terms of adherence to timescale and cost.

6.7 The cross cutting ICT Steering Group will support and monitor the delivery of the ICT programme, chaired by the Area Manager: Strategic Planning and Communications. The terms of reference of the group are set out in Appendix 1.

6.8 Relevant actions will be incorporated into the annual Level 3 plans of specific service teams; and managed through the corporate performance management process.

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Programme	Deliverables	Lead/ involvement
Mobilising and control	Deliver a replacement solution for mobilising and control processes to be operational by 2014 • Procure replacement command and control and ICCS systems • Provide integration of replacement systems with the MODAS, CFRMIS risk data, IRS and HRMIS systems via development of system interfaces and use of Middleware • Provide hardware, infrastructure and telecommunications to support decision re location and processes for Control • Build in capacity for collaboration where this is shown to be desirable/feasible	**Lead: Command and Control Project Manager** SMT ICT Procurement Estates Performance Response Support
HRMIS	Replace those elements of MIS which are essential to the delivery of the Command and Control Project • Rostering • Training course management • Incident management	**Lead: AM:HR** HR ICT Command and Control Project Manager
CFRMIS	The CFRMIS System will be further enhanced to: • Have a web interface • Better integrate with email (supporting workflow) • Link with the new command and control system	**Lead: AM: Community Safety**
Further systems integration	• Determine a preferred single asset tracking system *(currently using Miquest and Fleetplan)* and migrate all relevant data to the chosen system • Review requirements for GIS and determine a preferred GIS system. Consolidate current systems and develop interface between solution and other relevant data systems through Middleware	**Lead: AM: Corporate Support** ICT Corporate Support (Procurement/ TSC) Command and Control Project Manager **Lead: AM: Strategy and Performance** FSEC Performance and Stats ICT Response Support

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Programme	Deliverables	Lead/ involvement
		Service Delivery Command and Control Project Manager
Performance Management systems	• Maintenance of existing Performance Indicators • Implementation of HR Performance Indicators • Implementation of Carbon Monitoring Indicators	**Lead: AM: Strategy and Performance** ICT Perf & Stats
Support for business process improvement/ back office reviews	• Occupational Health e booking system • E enabled Recruitment and Selection	ICT HR/L&D
Incident ground communication	• Upgrade fireground radios to Digital • Work with partners to improve and harmonise repeater infrastructure at Nexus/Metro, Eldon Square, Tyne Tunnel, and any transportable provision.; identify and survey additional locations • Reprogramme fireground radios in light of above • Procure replacement for Transcomm data bearer ensuring compatibility with existing systems	**Lead: AM: Strategy and Performance** ICT Response Support
Networks and servers	• Develop business case for future approach to network support (continued outsourcing, insourcing etc) after expiry of current contract in 2012. Implement to achieve best value solution. • Further reduce the server estate and carbon footprint of the organisation by utilising virtualisation technologies. Maintain present levels of availability for Servers and Network. • Achieve network and server availability of 99.9% • Develop a robust mobilisation network to support the new command and control system.	**Lead: AM: Strategy and Performance** ICT
Business continuity and data security	• Revised policies and procedures in line with ISO27001 and BS25999 standards. • Assist with the implementation of a protective security marking strategy	**Lead: AM: Strategy and Performance** ICT
Improved access	• Further deployment of smartphones and remote access to information (away from service sites).	**Lead: AM: Strategy and Performance**

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Programme	Deliverables	Lead/ involvement
		ICT

6.9   Resources will be allocated to ICT projects through the strategic planning and budget setting processes.

6.10   A high level project plan for delivery over the 4 years will be set, updated and agreed by the ICT Steering Group and ICT Telecomms Group. Note that ICT projects will be broken down into specialty areas of Infrastructure, Telecommunications, Development and Helpdesk.

7.   Making discriminating choices: principles for selecting or developing new ICT solutions

7.1   When a new ICT solution is required, the following principles will apply.

   Prepare a technical specification

7.2   Once the business case for an ICT development is proven and a decision made to proceed, a technical specification should be prepared setting out what the system is required to deliver and the standards the system is required to meet.

7.3   The presumption in setting standards should be fitness for purpose rather than cutting edge/best in class, unless a compelling business case has been clearly established for the latter.

   Where possible, use applications already available in the organisation

7.4   If existing systems can produce an application which meets the business and technical requirements at reasonable cost, it should be used. The reasoning behind this is that it gives better value for the money already invested in that system; it minimises proliferation of new systems; it reduces change for the organisation; and it can allow ICT development staff to focus on developing or procuring new systems where these are needed due to no existing capacity.

   When procuring new applications, ensure they are capable of integrating with existing systems, eg via Middleware

7.5   Middleware has been introduced into the organisation as a means of promoting systems integration and, over time, reducing the number of systems we are using. Applications should not be bought which do not follow this principle of integration.

   Work towards single applications which can be used in different contexts

7.6   TWFRS has a legacy of disparate systems which do similar but not identical things. Examples include a number of Geographical Information (GIS)

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systems, and two different systems for asset tracking (Miquest and Fleetplan). In the interests of efficiency, we should not procure any new systems which add to this complexity, and should seek to select and move towards single applications which can be used by different parts of the organisation.

Use standard, off the shelf packages rather than developing our own or commissioning one off products

7.7   This has the potential to reduce cost and developer time, and also to reduce dependency on a supplier who may have developed a tailored product.

Use proven suppliers and technology

7.8   Tenderers should be required to demonstrate a track record of reliably delivering similar solutions either in FRS or related services, to avoid problems of implementation or long term inadequacy to our needs.

Seek to avoid a proliferation of suppliers

7.9   Integration of systems is more difficult if there are issues relating to the connectivity and contractual arrangements between different suppliers. TWFRA will seek to work with a smaller number of suppliers whilst adhering to good procurement practice and the TWFRA Procurement Strategy whilst being aware of the risks of dependency on particular suppliers.

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ICT strategy: roles and terms of reference

Authority

Role in relation to ICT Strategy:

- Approve the ICT Strategy
- Approve and monitor relevant capital expenditure as part of the Capital Strategy

SMT

Role in relation to ICT Strategy:

- Ensure that a clear ICT strategy is produced which is consistent with, and supports the Authority's strategic priorities and IRMP
- Assume lead roles on specific projects as required in the ICT programme

Asset Management Group (AMG)

Role in relation to ICT Strategy:

- Produce and maintain the Asset Management Plan which includes a section on the management and development of ICT assets
- Plan, manage and monitor the ICT elements of the capital programme
- Investigate slippage of estimated expenditure and funding against the approved
- capital programme and take action as appropriate

ICT Steering Group

Membership
Area Manager: Strategy and Performance (Chair)
ICT Manager
Procurement Manager
Relevant level representative from:
Corporate Support
HR
Service Delivery
Community safety (Response Support)
Representatives from other Departments as/when required.

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ICT Steering Group

Terms of Reference:

- Facilitate the development of the ICT Strategy by fostering understanding of the ICT implications of wider priority tasks
- Ensure that CAFs submitted for ICT projects are robust and in line with the ICT Strategy
- Maintain a register of current ICT projects agreed under the ICT Strategy, and ensure adherence to these as priorities
- Act as a project board for ICT projects, ensuring that they are completed to time and budget

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