

# Tyne and Wear Fire and Rescue Authority

Ged Fitzgerald  
Clerk to the Authority.

## PERFORMANCE REVIEW COMMITTEE

Meeting of the PERFORMANCE  
REVIEW COMMITTEE to be held in the  
Fire Authority Rooms at the Fire and  
Rescue Service Headquarters, Nissan Way,  
Barmston Mere, Sunderland on MONDAY,  
13<sup>TH</sup> NOVEMBER, 2006 at 11.30 a.m.

## A G E N D A

### Part I

Item	Page
1. Apologies for Absence	
2. Receipt of Declarations of Interest (if any)	
3. Minutes	1
Minutes of the last meeting of the Committee held on 31 <sup>st</sup> July, 2006 (copy herewith) for confirmation.	
4. Statutory Audit Report on 2006 Best Value Performance Plan	5
Joint report of the Chief Fire Officer, the Clerk to the Authority, the Finance Officer and the Personnel Advisor (copy herewith).	

Our Vision Statement:  
"CREATING THE SAFEST COMMUNITY"

Our Mission Statement:  
"TO SAVE LIFE, REDUCE RISK, PROVIDE HUMANITARIAN SERVICES AND PROTECT THE ENVIRONMENT"

**5. Introduction of Performance Manual** 7

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

**6. Best Value Review 2006/07** 37

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

GED FITZGERALD,  
Clerk to the Authority.

Civic Centre,  
SUNDERLAND.

3<sup>rd</sup> November, 2006.

## Tyne and Wear Fire and Rescue Authority

Ged Fitzgerald  
Clerk to the Authority.

### PERFORMANCE REVIEW COMMITTEE

Minutes of the meeting of the  
PERFORMANCE REVIEW COMMITTEE held  
in the Fire Authority Rooms, Fire and Rescue  
Service Headquarters, Nissan Way, Barmston  
Mere, Sunderland on MONDAY, 31<sup>ST</sup> JULY,  
2006 at 10.30 a.m.

#### **Present:**

Councillor P. Gibson in the Chair

Councillors Bell, Huscroft and Renton.

#### **Appointment of Chairman**

1. RESOLVED that Councillor P. Gibson be appointed as Chairman of the Performance Review Committee for the ensuing period to the next Annual General Meeting.

#### **Apologies for Absence**

An apology for absence was submitted to the meeting on behalf of Councillor Cooney.

#### **Appointment of Vice-Chairman**

2. RESOLVED that Councillor R. Heron be appointed as Vice-Chairman of the Committee for the ensuing period to the next Annual General Meeting.

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## **Declarations of Interest**

There were no declarations of interest.

## **Performance Management of the 2005/2006 Corporate Targets, Quarter 4, January – March 2006**

The Chief Fire Officer, the Clerk to the Authority and the Finance Officer submitted a joint report (circulated) providing the last quarter's performance of the Authority against the targets for 2005/2006.

(For copy report – see original minutes).

The Chief Fire Officer outlined the report to the Committee advising Members that the Authority had shown a strong performance during the quarter. It was stated that the majority of the targets were met with only a few shortfalls.

The Committee was advised that further details on the targets would be provided when considering the next agenda item.

After careful consideration, it was:-

### **3. RESOLVED that:-**

- (i) the report be noted; and
- (ii) the Chief Fire Officer closely monitor those performance measures which were not achieving targets, providing detailed reports when required.

## **Best Value Performance Plan 2006/2007**

The Chief Fire Officer, Clerk to Authority and the Finance Officer submitted a report (copy circulated) providing Members with detailed information for consideration in scrutinising the BVPP for 2006/07.

(For copy report – see original minutes).

The Chief Fire Officer provided a detailed briefing for Members in respect of the BVPP. It was emphasised that the BVPP sets out service standards, business priorities, performance information (BVPI's), comparative information on BVPI's and BVPI targets for 2006/07. Members were informed that the Plan incorporated comments from District Audit and had been published on the intranet, subject to scrutiny by the Committee and approval by the Authority, it will also be published in hard copy for the appropriate circulation.

The CFO referred Members to pages 2 – 9 of the Plan and advised Members to consider and endorse the Vision – Mission – Corporate Goals – Organisational

Objectives and Planning Priorities for 2006/07. The CFO also highlighted the Authority's statutory duties for road traffic collisions, not only for attending emergency incidents but also for preventative work. The Chairman made reference to the attendances of the Authority's staff at the Sunderland Air Show. The demonstrations, including a Road Traffic Accident scenario were first class and well received by a large attendance at the event.

The CFO explained how the Authority was able to plan and ensure that services provided for the communities were continually improving. He further emphasised that through the strategic goals the Authority ensures that the emergency services are in place to prevent and respond to incidents. The CFO explained, in detail, the strategic goals as outlined in pages 14 – 18 of the BVPP. Additionally, reference was also made to the CPA Improvement Actions and progress against the milestones set.

Reference was made to the Authority's performance in 2005/06 as outlined in pages 21 – 44 of the Plan. Each BVPI was considered in detail by Members and in particular the following issues were questioned by Members:-

**BV 142 (iii) – Number of accidental fires in dwellings per 10,000**

Members were concerned that the target for 2005/06 had not been achieved, although the indicator had shown a steady reduction over the last three years. Members raised questions in relation to chip pan fires, costs of accidental fires and more detailed information in relation to the incidents, for example, chip pan fires in Local Authority areas. The Chief Fire Officer will provide further information for Members but it was apparent that the Newcastle area demonstrated a high level of chip pan fires.

**BV 206 (ii) – Number of deliberate fires in vehicles per 10,000**

Members noted good performance levels and that the target set had been exceeded. Councillor Huscroft raised a query regarding initiatives being applied in every Local Authority area. The Chief Fire Officer explained that initiatives were targeted according to risk and the resources available.

**BV 149 (i) – False alarms caused by Automatic Fire Detection per 1,000 non – domestic premises**

**BV 149 (ii) – Number of those properties with more than one attendance**

**BV 149 (iii) – The percentage of calls which are to a property with more than one attendance**

Members raised strong concerns in relation to performance in the above BVI's and the fact that the target had not been achieved. The number of premises involving more than one attendance was not acceptable and Members requested that the CFO take stronger, high level action by speaking directly to the Chief Executives or Managing Directors of organisations concerned.

**L19 – Number of specific incidents (road or traffic collisions, rescues and floods etc) attended per 10,000 of the population**

Councillor Renton raised issues in relation to the preventative work being undertaken in respect of reducing road traffic collisions. The CFO stated that initiatives were

being developed in partnership with other agencies i.e. Police, these involved interactive demonstrations, education programmes and awareness raising events.

**BV 150 – Expenditure per head of population on the provision of Fire and Rescue Services**

Members raised questions in relation to the cost per head of population in 2005/06 (£51.36) and the increase as compared to 2004/05. The CFO explained that costs were being closely monitored and the increase had arisen mainly from inflationary pressures in respect of employee costs and general costs to the Authority higher pension and PFI costs.

In relation to comparative performance as outlined in page 47 – 50 of the Plan, the CFO reported on performance as compared to other metropolitan Fire Authorities, pointing out they had strong performance in specific areas but not in all. Members requested that the CFO examine, in detail, performance improvement in these areas.

In respect of targets for 2006/07 the CFO briefed Members as outlined in pages 53 – 55 of the Plan. Members endorsed the target set out.

(Signed) P. GIBSON,  
Chairman.

# **PREVENTING PROTECTING RESPONDING**

## **TYNE AND WEAR FIRE AND RESCUE AUTHORITY**

**PERFORMANCE REVIEW COMMITTEE: 13<sup>TH</sup> NOVEMBER 2006**

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**SUBJECT: STATUTORY AUDIT REPORT ON 2006 BEST VALUE  
PERFORMANCE PLAN**

**JOINT REPORT OF THE CHIEF FIRE OFFICER, CLERK TO THE AUTHORITY,  
THE FINANCE OFFICER AND PERSONNEL ADVISOR**

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### **1. INTRODUCTION AND PURPOSE**

- 1.1 The Authority recently underwent an external audit of the 2006 Best Value Performance Plan in accordance with section 7 of the Local Government Act 1999 by a representative from the Audit Commission.
- 1.2 The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to regularly review the adequacy and effectiveness of these arrangements.
- 1.3 Under the Local Government Act 1999 the authority is required to prepare and publish a Best Value Performance Plan. This should summarise assessments of performance and position in relation to the Authority's statutory duty to make arrangements to secure continuous improvement to the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.4 The authority is also responsible for establishing appropriate corporate performance management and financial management arrangements from which the information and assessments in its plan are derived.
- 1.5 The Auditor is required to carry out an audit of the authority's Best Value Performance Plan and report any matters that prevent them from concluding that the plan has been prepared and published in accordance with statutory requirements set out in section 6 of the Local Government Act 1999 and, where appropriate, make any recommendations under section 7 of the Local Government Act 1999.

### **2. AUDITORS REPORT**

- 2.1 The Auditors work comprised a review and assessment of the plan and, where appropriate, examination on a test basis of relevant evidence, sufficient to satisfy them that the plan includes those matters prescribed in legislation and statutory guidance and that the arrangements for publishing the plan complied with all requirements.
- 2.2 The Auditor did not identify any matters to report to the Authority and had no recommendations to make on procedures in relation to the plan.

**3. RECOMMENDATIONS**

The Committee is requested to:

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

**BACKGROUND PAPERS**

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

- Best Value Performance Plan 2006

**PREVENTING PROTECTING RESPONDING****TYNE AND WEAR FIRE AND RESCUE AUTHORITY****PERFORMANCE REVIEW COMMITTEE: 13<sup>TH</sup> NOVEMBER 2006**

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**SUBJECT: INTRODUCTION OF PERFORMANCE MANUAL****JOINT REPORT OF THE CHIEF FIRE OFFICER, CLERK TO THE AUTHORITY AND THE FINANCE OFFICER**

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**1 INTRODUCTION**

- 1.1 In order to provide for Members improved, comprehensive performance management information and to enable enhanced reporting and management of the performance of the Authority, it is proposed to issue each Member with a Performance Manual which will be updated on a regular basis.
- 1.2 The purpose of this report is to inform Members that a short presentation will be given at the meeting prior to the issue of the Performance Manual and to seek Member endorsement of the contents and format.

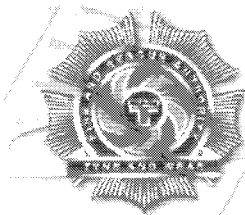
**2 THE PERFORMANCE MANUAL**

- 2.1 It is anticipated that the Manual will allow each Member to monitor the performance of the Authority more effectively through improved comparisons with previous performance and current targets. In addition to this each Member will be able to utilise the Manual when they attend other meetings outside of this Authority.
- 2.2 The maintenance and development of the Manual will be the responsibility of the Performance Management Officer. Each Member of the Performance Review Committee must ensure that they bring their own Performance Manual to each meeting for updating purposes. An initial copy of the Performance Manual will be issued to Members at the meeting.
- 2.3 Quarterly Performance reports will be made available to Members as required and an additional copy provided at each Performance Review Committee meeting for insertion into the Performance Manual.
- 2.4 Due to the introduction of the Performance Manual the quarterly performance reports will continue to be reported to this Committee but will include attachments for inclusion in the Members Performance Manual. Attached to this report is the relevant section of the Manual relating to Quarters 1 and 2 covering the periods April to June and July to September 2006 for consideration by Members.

### **3 RECOMMENDATIONS**

3.1 The Committee is requested to:

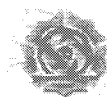
- a) Consider and approve the introduction of the Performance Manual, and
- b) Endorse the content and receive regular updates at each meeting, and
- c) Consider the performance outcomes detailed in the appendices to this report and provide comments accordingly.



**Performance & Review  
Committee**

**Quarter 1 Performance  
April - June  
2006/07**

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The 2006-11 Strategic Plan, which incorporates the 2006/2007 Best Value Performance Plan, contains the Authority's corporate performance targets for the coming year.

This report provides the quarter 1 performance of the Authority against the targets for 2006/2007, for **consideration, scrutiny and comment by Members.**

The report is the result of applying performance management to the Best Value targets that were set for the year, 2006/2007. At the back of this report is Appendix A which provides a snap shot of the Authorities current performance.

It contains the following items of performance information for each indicator

The actual figure for 2004/2005;

The actual figure for 2005/2006;

The year to date performance for 2006/2007;

Based on the year to date figure, the forecast or projected performance for the whole of 2006/2007;

The target figure for 2006/2007 (taken from the BVPP);

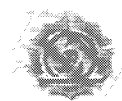
The variance between the actual and the target figures for 2006/2007.

This figure is colour coded using the traffic light system:

- ☒ 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 likely to be beaten by more than 2.5%, the colour is green.
- ☐ Where no target has been set

Green is the best result as this indicates that the target set was not too challenging, yellow indicates that we were within range of achieving our target. Comments, in particular, if the target is likely to be missed, which explain the reasons for this and what action is being/to be taken to address the shortfall.

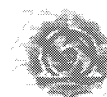
Members are requested to give in-depth consideration to the performance report and to provide further scrutiny and feedback.



### For Community Safety:

- ☐ The projected end of year figure for the "Number of property and vehicle fires per 10,000 population" [BV 142ii] is 43.5 (4687 fires). This is an improvement on the 2005/06 end of year figure of 43.7 and an improvement on the end of Quarter 1 figure of 44.90 (4791 fires) in 2005/06. As a result of this performance we are set to be within the variance of our target of 42.60 (4573 fires). This downward trend reflects the past performance within this indicator.
- ☒ The projected end of year figure for the "Number of accidental fires in dwellings per 10,000 dwellings" [BV 142iii] is 34.1 (1612 fires), this is an increase on the 2005/06 end of year figure of 33.15 (1562 fires) and an increase on the 2005/06 Quarter 1 figure of 32.25. As a result of this performance we are set to miss our target of 31.8 (1,498 fires) set for 2006/07. Communication of community safety and holistic fire safety messages via home Risk Assessments will continue to be used to address this problem. Through the implementation of a structured campaign throughout 2006/07 we still expect to achieve our target for accidental fires.
- ☐ The projected end of year figure for the "Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population" [BV 206i] is 8.43 (908 fires). This is an improvement on the end of year figure of 8.79 (944 fires) for 2005/06 and it is also an improvement against the same period in 2005/06. As a result of this performance we expect to achieve our target of 8.4 (902 fires) set for 2006/07. The continued efforts of the ATF and Schools Education Team should ensure the target is met. This continued performance can also be credited to the inclusion of a Fire Setting anti social behaviour programme within the Citizenship Curriculum which is implemented across all schools.
- ☐ The projected end of year figure for the "Number of deliberate primary fires in vehicles per 10,000 population" [BV206ii] is 12.0 (1,293 fires). This is a reduction on the 2005/06 end of year figure of 12.50 (1342 fires) and an improvement against the 2005/06 Quarter 1 figure of 13.64. However, work is still needed to be done in order to meet the 2006/07 target of 11.8 (1267 fires). The positive performance within this indicator can be put down to the restructuring of ATF, allowing them to work more closely with local partners to produce such initiatives as AVAIL and Cubit which have seen encouraging results and will be continued in 2006/07.

## Quarterly Performance (April - June 2006/07)



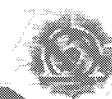
- The projected end of year figure for the "Number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population" [BV 206iii] is 73.38 (7,904 fires). This is an increase on the 2005/06 end of year figure of 68.25 (7,327 fires) and as a result we are set to miss our target of 66.70 (7,160 fires). There are a number of "wheelie bin uplift" initiatives in place with Local Authorities in order to reduce the numbers of this type of incident.
- The projected end of year figure for the "Number of deliberate secondary fires in vehicles per 10,000 population" [BV 206iv] is 0.49 (53 fires). This is an improvement on the 2005/06 end of year figure of 0.56 (60 fires) and it is an improvement when compared with the same period in 2005/06. However, we are set to miss our target of 0.40 (43 fires) set for 2006/07.
- The projected end of year figure for the "Percentage of fires attended in dwellings where a smoke alarm had activated" [BV 209i] is 57.6%. This is an improvement on the 2005/06 end of year figure of 54.8% and on the 2005/06 Quarter 1 figure of 47.15%. The forecast will result in the service missing its target of 58.1% but it will be within the variance. Whilst we intend to increase the number of dwellings with effective smoke detectors, we also aim to reduce the number of dwelling fires attended.
- The projected end of year figure for the "Percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate" [BV 209ii] is 8.23% (158 fires). This figure should be as low as possible. It is an improvement on the 2005/06 end of year figure of 8.28 (157 fires) and it is an improvement on the Quarter 1 figure of 9.65 (44 fires) reported in 2005/06. It is expected that through the implementation of HFRA's and the introduction of tamper proof alarms in 2006 we will see a reduction on this figure in the future. As a result of this performance the Authority is forecast to be within the target variance by the end of 2006/07.
- The projected end of year figure for the "Percentage of fires attended in dwellings where no smoke alarm was fitted" [BV 209iii] is 34.15% (655 fires). This figure should be as low as possible, it is a decrease on the 2005/06 end of year figure of 36.9% but it is slightly higher than the target set of 33.7% for 2006/07. Through the continued delivery of HFRA's we expect to see this figure reduce throughout 2006/07.

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- The projected end of year figure for the "Number of deaths from accidental fires in dwellings per 100,000 population" [BV143i] is 0.56, based on this figure we are set to miss our target set of 'less than 0.47', ie less than 5 fatalities. The figure forecasted represents 6 fatalities from such incidents in 2006/07. Through new advice and an amnesty from Community Safety we hope to see a reduction in the number of deaths from chip pan fires in 2006/07, however, this may result in a slight increase in the number of accidental property fires. The Authority is committed to reducing deaths and injuries by providing a safer community through the efficient use of its resources.
- The projected end of year figure for the "Number of injuries arising from accidental fires in dwellings per 100,000 population" (excluding precautionary checks) [BV 143ii] is 7.06 (76 injuries). This is an improvement on the 2005/06 figure of 7.26 (78 injuries), we are also set to beat the target for 2006/07 of 7.08. It is also a significant improvement on the projected figure of 13.32 at the end of Quarter 1 in 2005/06. This indicator remains a key measure of the success of the Authority's Community Safety message and it demonstrates the value of the community education, through the use of HFRAs we are able to provide advice on issues such as escape routes and how to deal with chip pan fires.
- The projected end of year figure for the "Percentage of people in accidental dwelling fires who escape unharmed without FRA assistance" [BV 208] is 90.8% (1553 people). The percentage of people in accidental dwelling fires who escape unharmed without FRA was 92% (492 people) at the end of Quarter 1. As indicator was introduced during Q3 of 2005/06 we are not able to compare performance with the same period. However, based on our projected figure we are set to miss our target of 92.9% set for 2006/07.
- The projected end of year figure for the "Number of malicious false alarm calls not attended per 1,000 population" [BV 146i] is 0.21 (227 calls not attended). This is a reduction on the 2005/06 end of year figure of 0.22 (237 calls). This is also a reduction when compared with the forecasted figure of 0.26 (282 calls) at the end of Quarter 1 in 2005/06. However, we are set to miss our target of 0.2 false alarms not attended but through the continued implementation of 'call challenge' we expect to see this figure reduce and as a result we expect to achieve our target.

## Quarterly Performance (April - June 2006/07)



- The projected end of year figure for the "Number of malicious false alarm calls attended per 1,000 population" [BV 146ii] is 0.59 (636 calls) which is an increase on the 2005/06 end of year figure of 0.58 (622 calls). There has also been an increase during Quarter 1 when compared with the previous year, in 2005/06 we recorded 0.16 (175 calls) and in 2006/07 we recorded 0.18 (191 calls). Through the continued implementation of call challenge and the school education programmes we expect to see a decrease within this indicator.
- The projected end of year figure for the "Number of false alarms due to automatic fire detection in non domestic properties, per 1,000 properties" [BV 149i] is 195.2 (6053 alarms). This is a decrease on the 2005/06 end of year figure of 197.83 (6160 alarms). However, the number of such incidents attended was greater during Quarter 1 in 2006/07 than in 2005/06. As a result of our projected figure we are set to miss our target of 178.0 (5543) for 2006/07. Fire Safety departments are looking at those premises (see Appendix B) that have recorded the highest number of false alarm calls, with a view to reconfiguring their alarm systems. The CFO is seeking to introduce robust processes to address this issue as an increase here will have an impact on our resources and the ability of the Authority to meet other targets.
- The "Number of those properties in BV 149i with more than 1 attendance by the Fire & Rescue Service" [BV 149ii] was introduced in 2005/06 and as a result we do not have the data to forecast the 2006/07 performance. At the end of Quarter 1 we attended 253 properties more than once. This indicator will continue to be reported on at the end of each year. The CFO is seeking to introduce robust processes to address this issue as an increase here will have an impact on our resources and the ability of the Authority to meet other targets. A target of 957 properties has been set for 2006/07.

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### For Legislative Fire Safety:

- The projected end of year figure for the "Number of fires in non-domestic premises per 1,000 non-domestic premises" [BV 207] is 39.3. This is an increase on the 2005/06 end of year figure of 38.1 fires and it indicates that we are set to see an increase of 9% on our target of 36.0 set for 2006/07. When compared with the same period last year we have seen an increase of 13%.

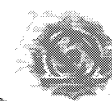
### For Operations:

- The projected end of year figure for the "Percentage of accidental fires in dwellings confined to the room of origin" [BV 144], is 95.6%. This represents a slight increase of 0.34% when compared against the end of year figure for 2005/06. When we compare Quarter 1 in 2005/06 against 2006/07 we can also see an increase of 1.67%. As a result of this performance the Authority is on course to achieve its target of 95.5%. The failures related to this indicator are almost always beyond the control of the Authority.

### For Human Resources:

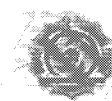
- The Authority's target for "The level of the Commission for Racial equality's 'Standard for Local Government' to which the Best Value Authority conforms" [BV 2a] has been set to achieve Level 2. In 2005/06 we achieved Level 1, further efforts are being made in 2006/07 to achieve Level 2. The outcome of this indicator will be reported at the end of the year.
- The end of year target for "The duty to promote race equality" [BV2b] has been set at 84% conformance. This is in line with the 2005/06 end of year figure and the outcome of this indicator will be reported at the end of the year.
- The current figure for the "Percentage of women in the top 5% of Authority earners" [BV 11a] is 6.25%; this represents a total of eight women in such posts. This is an improvement on the end of year figure of 5.3% in 2005/06. The target for this year is to achieve 5.3%, as a result of this we are already set to achieve this target. The increase in this indicator is due to the introduction of more women within management roles.

## Quarterly Performance (April - June 2006/07)



- The projected end of year figure for the "Percentage of the top 5% of Authority earners that are from black or ethnic minority communities" [BV 11b] is 0.76%; this represents a total of one person in such a post. However, the year to date figure of 0.8% suggests that we are set to achieve our target. It is unlikely that this figure will alter during the next twelve months as research would indicate that other people within the system will not reach this level during that time period.
- The projected end of year figure for the "Percentage of the top 5% of Authority earners with a disability" [BV 11c] is 1.5%. This indicates that we are set to achieve our target of 1.5%. However, the current total represents 1.6% which would result in us exceeding target. This figure was obtained from the employee survey completed in spring 2006.
- The Authority has set a target of 1.45 % for the "Percentage of employees with a disability" [BV 16a]. Based on our forecast figure of 1.2% we are set to miss this years target. The figure of 1.45% is made up of 0.75% of whole-time staff and 2.63% of control and corporate staff.
- The projected end of year figure for the "Percentage of whole-time uniformed employees from minority ethnic communities within the best value authority's workforce compared with the percentage of ethnic minority community population in the authority area (currently 2.0% in Tyne and Wear)" [BV 17] is 0.71%. This is an increase from 0.65% at the end of 2005/06. This very much reflects the current situation as it is not possible to manage further without either recruiting or a change in legislation. The Authority had set a target of 0.85% which reflected the percentage achieved in 2004/05. We currently have a total of seven staff from black and ethnic backgrounds as one person left employment this year.
- The projected end of year figure for the "Percentage of women fire-fighters" [BV 210] is 2.1%. This is a decrease on the end of year figure of 2.3% in 2005/06. However, the Quarter 1 total of 2.51% indicates that we are set to achieve this years target of 2.5%. This reflects the Authority's aim to increase the % of women firefighters and it is envisaged that this number will increase in the coming months.
- The projected end of year figure for the "Number of working days/shifts lost to sickness absence per employee - wholetime uniformed staff (indicator shown relates to the number of fire-fighter shifts on fire engines lost to sickness absence)" [BV12a] is 7.6. This is a decrease of 1.92 days from the 2005/06 end of year figure and within the target of 9.2 days set for 2006/07. This reduction can be attributed to the robust application of the revised Absence Management policy, whereby speedier intervention is put in place at local level with the support of effective management.

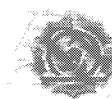
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- The projected end of year figure for the "Number of working days/shifts lost to sickness absence per employee - All Staff" [BV12b] is 8.6. This is a reduction of 0.93 days on the end of year total for 2005/06. As a result of this we are set to achieve our target of 9.3 days/shifts lost. In order to continue this downward trend we will be further implementing the Absence Management Policy with particular focus on non rider staff.
- The projected end of year figure for the "Percentage of those staff eligible for the Fire-fighters Pension Scheme retiring on the grounds of ill health as a percentage of the workforce" [BV 15a] is 0.4%. Prudent management has resulted in the projected end of year figure being well below the target of 0.61% set for 2006/07.
- The end of year projected figure for the "Percentage of those staff eligible for the Local Government Pension Scheme retiring on the grounds of ill health as a percentage of the workforce" [BV15b] is 1.6%. This represents a reduction of 0.8% when compared with the end of year figure of 2.4% in 2005/06.

### **For Finance:**

- The end of year projected figure for the "Percentage of invoices for commercial goods and services that were paid within 30 days of such invoices being received by the authority" [BV 8] is 92.98%. This is below the Government set target of 100% and a reduction on the 2005/06 figure of 93.96%. The Finance Department are investigating the reasons for late payment and will liaise with the relevant Departments to rectify the issues.



### **RECOMMENDATIONS**

SMT are:

- a) requested to note the contents of the performance management report and provide feedback.
- b) to request that the Chief Fire Officer continues to closely monitor those performance measures which are not achieving targets, and to provide further detailed interim reports as required.

### **BACKGROUND PAPERS**

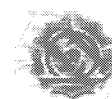
The undermentioned Background Papers refer to the subject matter of the above report:

- Local Government Act 1999
- Strategic Plan 2006 - 2011

### **DATA QUALITY**

The Tyne and Wear FRS are responsible for the gathering, storing and processing of data. In order to ensure that the data is accurate and represents a true reflection of our performance we continuously monitor and scrutinise the data through a process of validation.

The performance data used within our plans and reports are based on statistics which have been through our validation process. For further information relating to our data please refer to our Data Quality Strategy which can be found on our Intranet.

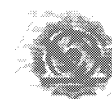


## Appendix A

BVPIs Q1 2006/07							
REF	DESCRIPTION	2004/05 ACTUAL	2006/07 ACTUAL	YEAR TO DATE	2006/07 FORECAST	2006/07 TARGET	VARIANCE WITH TARGET
Community Safety							
BV 149I	Number of primary fires per 10,000 population	45.53	43.70	10.78	43.53	42.60	-0.93
BV 149II	Number of accidental fires in dwellings per 10,000 dwellings	33.32	33.15	8.75	34.11	31.80	-2.31
BV 149III	Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population	9.53	8.79	2.10	8.43	8.4	-0.03
BV 149IV	Number of deliberate primary fires in vehicles per 10,000 population	13.62	12.50	2.70	12.00	11.8	-0.20
BV 149V	Number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population	70.94	68.25	23.60	73.38	66.70	-6.68
BV 149VI	Number of deliberate secondary fires in vehicles per 10,000 population	0.83	0.56	0.15	0.49	0.40	-0.09
BV 149VII	The percentage of fires attended in dwellings where a smoke alarm had activated	49.48	54.8	60.45	57.61	58.1	0.5
BV 149VIII	The percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate	8.88	8.28	9.43	8.23	8.2	-0.03
BV 149IX	The percentage of fires attended in dwellings where no smoke alarm was fitted	41.63	36.92	30.12	34.15	33.7	-0.4
BV 149X	Number of deaths from accidental fires in dwellings per 100,000 population	0.47	0.37	0.19	0.56	0-0.47	-0.09
BV 149XI	Number of injuries arising from accidental fires in dwellings per 100,000 population (excluding precautionary checks)	14.81	7.26	2.14	7.06	7.08	0.02
BV 149XII	The percentage of people in accidental dwelling fires who escape unharmed without FRA assistance	nda	91	92	90.8	92.9	2.10
BV 149XIII	Number of calls to malicious false alarms NOT ATTENDED per 1,000 population	0.24	0.22	0.06	0.21	0.2	-0.01
BV 149XIV	Number of calls to malicious false alarms ATTENDED per 1,000 population	0.74	0.58	0.18	0.59	0.57	-0.02
BV 149XV	Number of false alarms due to automatic fire detection per 1,000 non-domestic properties	182.4	197.83	44.96	195.23	178.0	-17.23
BV 149XVI	Number of those properties in BV 149I with more than 1 attendance by the Fire & Rescue Service	nda	982	253	nda	957	
BV 149XVII	% of calls which are to a property with more than one attendance	nda	81	64	nda	79	

BVPIs Q1 2006/07						
BSP	DESCRIPTION	2004/05 ACTUAL	2005/06 ACTUAL	2006/07 FORECAST	2006/07 TARGET	VARIANCE WITH TARGET
Legislative Fire Safety						
BVPI 07	Number of fires in non-domestic premises per 1,000 non-domestic premises	40.1	38.1	10.1	36.0	-3.3
Operations						
BVPI 08	Percentage of accidental fires in dwellings confined to the room or origin	95	95.3	95.64	95.5	0.14
Personnel						
BVPI 09	The level (if any) of the Equality standard for local government to which the Authority conforms	1	1	reported at end of year	2	
BVPI 10	The duty to promote race equality	74	84	reported at end of year	84	
BVPI 11a	Percentage of the top 5% of Authority earners that are women	5.19	5.3	6.25	5.14	5.3
BVPI 11b	Percentage of the top 5% of Authority earners that are from black or ethnic minority communities	0.74	0.75	0.8	0.76	0.8
BVPI 11c	Percentage of the top 5% of Authority earners with a disability	n/a	1.50	1.60	1.50	1.50
BVPI 11d	Percentage of employees with a disability	n/a	1.18	1.18	1.2	1.45
BVPI 11e	Percentage of staff from ethnic minority communities within the best value authority's workforce compared with the percentage of ethnic minority community population in the authority area (2% in T&W)	0.85	0.65	0.73	0.71	0.85
BVPI 11f	Percentage of women firefighters	1.30	2.30	2.51	2.10	2.50
BVPI 12	Number of working days/shifts lost to sickness absence per employee - wholetime uniformed staff (indicator shown relates to the number of firefighters shifts on fire engines lost to sickness absence)	9.69	9.52	1.90	7.60	9.20
BVPI 13	Number of working days/shifts lost to sickness absence per employee - All staff	10.26	9.53	2.15	8.50	9.30
BVPI 14	Percentage of those staff eligible for the Firefighter Pension Scheme retiring on the grounds of ill health as a percentage of the workforce	0.63	0.63	0.10	0.40	0.61
BVPI 15	Percentage of those staff eligible for the Local Government Pension Scheme retiring on the grounds of ill health as a percentage of the workforce	2.65	2.39	0.40	1.50	2.09
Finance						
BVPI 16	Percentage of invoices for commercial goods and services that were paid within 30 days of such invoices being received by the authority	79.2	93.96	89.1	92.88	100
BVPI 17	Expenditure per head of population on the provision of FRS services	45.87	51.88	to be supplied at end of year	53.18	

Exceeding Target
within -2.5% of Target
Less than -2.5% of Target



## **Performance Summary**

### **Predicted end of year performance 2005/06:**

•No. of BVPIs set to achieve target	6 (21%)
•No. of BVPIs set to be within variance	8 (29%)
•No. of BVPIs set to miss target	14 (50%)

### **Comparison with end of year figure for 2004/05:**

•No. of BVPIs set to beat last years performance	16 (57%)
•No of BVPIs set to repeat last years performance	7 (25%)
•No. of BVPIs set to perform worse than last year	5 (18%)

Note: 2 BVPIs are still to be reported and for 2 BVPIs we have no data to enable us to measure against past performance on.

# Performance Review Committee

**TYNE AND WEAR FIRE & RESCUE SERVICE**

**REPORT TO THE PERFORMANCE REVIEW COMMITTEE**

**Subject:** Performance Management of the Corporate Targets,  
Quarter 2 Performance April – September 2006/07

**Meeting date:** 13<sup>th</sup> November 2006



**JOINT REPORT OF THE CHIEF FIRE OFFICER, CLERK TO THE  
AUTHORITY AND THE FINANCE OFFICER**

***'Creating The Safest Community'***



The 2006-11 Strategic Plan, which incorporates the 2006/2007 Best Value Performance Plan, contains the Authority's corporate performance targets for the coming year.

This report provides the quarter 2 performance of the Authority against the targets for 2006/2007, for **consideration, scrutiny and comment by the Performance Review Committee.**

The report is the result of applying performance management to the Best Value targets that were set for the year, 2006/2007. At the back of this report is Appendix A which provides a snap shot of the Authorities current performance.

It contains the following items of performance information for each indicator

The actual figure for 2004/2005;

The actual figure for 2005/2006;

The year to date performance for 2006/2007;

Based on the year to date figure, the forecast or projected performance for the whole of 2006/2007;

The target figure for 2006/2007 (taken from the BVPP);

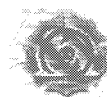
The variance between the actual and the target figures for 2006/2007.

This figure is colour coded using the traffic light system:

- ☒ 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 likely to be beaten by more than 2.5%, the colour is green.
- ☐ Where no target has been set

Green is the best result as this indicates that the target set was not too challenging, yellow indicates that we were within range of achieving our target. Comments, in particular, if the target is likely to be missed, which explain the reasons for this and what action is being/to be taken to address the shortfall.

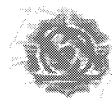
The Performance Review Committee are requested to give in-depth consideration to the performance report and to provide further scrutiny and feedback.



### For Community Safety:

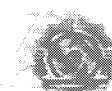
- The projected end of year figure for the "Number of property and vehicle fires per 10,000 population" **[BV 142ii]** is 42.26 (4615 fires). This is an improvement on the 2005/06 end of year figure of 43.7 and an improvement on the end of Quarter 1 figure of 43.53 (4687 fires). As a result of this performance we are set to achieve our target of 42.60 (4573 fires). This downward trend reflects the continued performance within this indicator. The reduction within this indicator can be attributed to the effective delivery of CS and ATF initiatives.
- The projected end of year figure for the "Number of accidental fires in dwellings per 10,000 dwellings" **[BV 142iii]** is 33.88 (1601 fires), this is an increase on the 2005/06 end of year figure of 33.15 (1562 fires) but it is a decrease on the Quarter 1 figure of 34.11 (1612 fires). As a result of this performance we are set to miss our target of 31.8 (1,498 fires) set for 2006/07. Communication of community safety and holistic fire safety messages via home Risk Assessments will continue to be used to address this problem. Through the implementation of a structured CS campaign throughout 2006/07 we still expect to achieve our target for accidental fires.
- The projected end of year figure for the "Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population" **[BV 206i]** is 8.01 (877 fires). This is an improvement on the end of year figure of 8.79 (944 fires) for 2005/06 and it is also an improvement on the Quarter 1 figure of 8.43 (908 fires). As a result of this performance we are on course to achieve our target of 8.4 (902 fires) set for 2006/07. The continued efforts of the ATF and Schools Education Team should ensure the target is met.
- The projected end of year figure for the "Number of deliberate primary fires in vehicles per 10,000 population" **[BV206ii]** is 11.62 (1,273 fires). This is a reduction on the 2005/06 end of year figure of 12.50 (1342 fires) and an improvement on the Quarter 1 figure of 12.00 (1293 fires). As a result of this performance we are set to meet the 2006/07 target of 11.8 (1267 fires). The positive performance within this indicator can be put down to the restructuring of ATF, allowing them to work more closely with local partners to produce such initiatives as AVAIL and Cubit which have seen encouraging results and will be continued in 2006/07.

## Quarterly Performance (April - September 2006/07)



- The projected end of year figure for the "Number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population" **[BV 206iii]** is 76.79 (8,410 fires). This is an increase on the 2005/06 end of year figure of 68.25 (7,327 fires) and the Quarter 1 figure of 73.38 (7904 fires). As a result of this performance we are set to miss our target of 66.70 (7,160 fires). There are a number of "wheelie bin uplift" initiatives in place with Local Authorities in order to reduce the numbers of this type of incident.
- The projected end of year figure for the "Number of deliberate secondary fires in vehicles per 10,000 population" **[BV 206iv]** is 0.58 (63 fires). This is an increase on the 2005/06 end of year figure of 0.56 (60 fires) and it is an increase on the Quarter 1 figure of 0.49 (53 fires). As a result of this performance we are set to miss our target of 0.40 (43 fires) set for 2006/07.
- The projected end of year figure for the "Percentage of fires attended in dwellings where a smoke alarm had activated" **[BV 209i]** is 59.67%. This is an improvement on the 2005/06 end of year figure of 54.8% and on the Quarter 1 figure of 57.61%. As a result of this performance the service is set to achieve its target of 58.1%. Whilst we intend to increase the number of dwellings with effective smoke detectors, we also aim to reduce the number of dwelling fires attended.
- The projected end of year figure for the "Percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate" **[BV 209ii]** is 7.88% (149 fires). This figure should be as low as possible. It is an improvement on the 2005/06 end of year figure of 8.28% (157 fires) and it is an improvement on the Quarter 1 figure of 8.23% (158 fires). It is expected that through the implementation of HFRA's and the introduction of tamper proof alarms in 2006 we will see a further reduction on this figure in the future. As a result of this performance the Authority is forecast to achieve its 2006/07 target of 8.2%.
- The projected end of year figure for the "Percentage of fires attended in dwellings where no smoke alarm was fitted" **[BV 209iii]** is 32.45% (614 fires). This figure should be as low as possible, it is a decrease on the 2005/06 end of year figure of 36.9% and on the Quarter 1 figure of 34.15% (655 fires). Due to this performance we are set to achieve our target of 33.7% for 2006/07. Through the continued delivery of HFRA's we expect to see this figure continue to reduce throughout 2006/07.

**'Creating The Safest Community'**



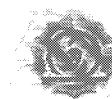
- The projected end of year figure for the "Number of deaths from accidental fires in dwellings per 100,000 population" **[BV143i]** is 0.55, based on this figure we are set to miss our target set of 'less than 0.47', ie less than 5 fatalities. The figure forecasted represents 6 fatalities from such incidents in 2006/07. Through new advice and an amnesty from Community Safety we hope to see a reduction in the number of deaths from chip pan fires in 2006/07, however, this may result in a slight increase in the number of accidental property fires. The Authority is committed to reducing deaths and injuries by providing a safer community through the efficient use of its resources.
- The projected end of year figure for the "Number of injuries arising from accidental fires in dwellings per 100,000 population" (excluding precautionary checks) **[BV 143ii]** is 7.49 (82 injuries). This is an increase on the 2005/06 figure of 7.26 (78 injuries), we are also set to miss the target for 2006/07 of 7.08 (76 injuries). It is also an increase on the projected figure of 7.06 (76 injuries) at the end of Quarter 1. This indicator remains a key measure of the success of the Authority's Community Safety message and it demonstrates the value of the community education, through the use of HFRAs we are able to provide advice on issues such as escape routes and how to deal with chip pan fires.
- The projected end of year figure for the "Percentage of people in accidental dwelling fires who escape unharmed without FRA assistance" **[BV 208]** is 91.8% (1659 people). The percentage of people in accidental dwelling fires who escape unharmed without FRA was forecast to be 90.8% (1553 people) at the end of Quarter 1. As this indicator was introduced during Q3 of 2005/06 we are not able to compare performance with the same period. However, based on our projected figure we are set to miss our target of 92.9% for 2006/07.
- The projected end of year figure for the "Number of malicious false alarm calls not attended per 1,000 population" **[BV 146i]** is 0.20 (216 calls not attended). This is a reduction on the 2005/06 end of year figure of 0.22 (237 calls). This is also a reduction when compared with the forecasted figure of 0.21 (227 calls) at the end of Quarter 1. As a result of this performance we are set to achieve our target of 0.2 false alarms not attended. Through the continued implementation of 'call challenge' we expect to see this figure further reduced and as a result we expect to achieve our end of year target.

## Quarterly Performance (April - September 2006/07)



- The projected end of year figure for the "Number of malicious false alarm calls attended per 1,000 population" **[BV 146ii]** is 0.59 (642 calls) which is an increase on the 2005/06 end of year figure of 0.58 (622 calls) and an increase on the Quarter 1 figure of 0.59 (636 fires). Through the continued implementation of call challenge and the school education programmes we expect to see a decrease within this indicator.
- The projected end of year figure for the "Number of false alarms due to automatic fire detection in non domestic properties, per 1,000 properties" **[BV 149i]** is 201.75 (6255 alarms). This is an increase on the 2005/06 end of year figure of 197.83 (6160 alarms). This performance also reflects an increase on the Quarter 1 figure of 195.23 (6053 alarms). As a result of our projected figure we are set to miss our target of 178.0 (5543) for 2006/07. Fire Safety departments are looking at those premises that have recorded the highest number of false alarm calls, with a view to reconfiguring their alarm systems. The CFO is seeking to introduce robust processes to address this issue as an increase here will have an impact on our resources and the ability of the Authority to meet other targets.
- The "Number of those properties in BV 149i with more than 1 attendance by the Fire & Rescue Service" **[BV 149ii]** was introduced in 2005/06 and as a result we do not have the data to forecast the 2006/07 performance. At the end of Quarter 1 we attended 253 properties more than once. This figure has increased by 127% to a total of 574 by the end of Quarter 2. This indicator will continue to be reported but we will not have an accurate total number of properties attended to more than once until the end of the year. As the year develops we expect to see a levelling out of this indicator. The CFO is seeking to introduce robust processes to address this issue as an increase here will have an impact on our resources and the ability of the Authority to meet other targets. A target of 957 properties has been set for 2006/07.
- The "% of calls which are to a property with more than one attendance" **[BV149iii]** was introduced in 2005/06 and as a result we do not have the data to forecast the 2006/07 performance. At the end of Quarter 1 64% of false alarm calls caused by automatic fire detection were to a non-domestic property with more than one attendance. At the end of Quarter 2 we have seen the percentage of such calls rise to 75%. As the year develops we expect to see a levelling out of this indicator. A target of 79% has been set for the end of 2006/07.

**'Creating The Safest Community'**



### For Legislative Fire Safety:

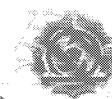
- ☒ The projected end of year figure for the "Number of fires in non-domestic premises per 1,000 non-domestic premises" **[BV 207]** is 38.3 (1187) fires. This is an increase on the 2005/06 end of year figure of 38.1 (1181) fires and it indicates that we are set to see an overall increase of 6.4% on our target of 36.0 (1116) fires set for 2006/07. In addition to this we have also seen an increase in the number of non-domestic premise fires when compared with the same period last year. At the end of Quarter 2 in 2005/06 we attended 578 non-domestic premise fires compared to 592 by the end of Quarter 2 2006/07, an increase of 2.4%. The LFS department are conducting research and refining the post-fire audit procedure in order to tackle the issue, further information can be found within the Appendix A.

### For Operations:

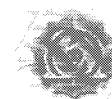
- ☐ The projected end of year figure for the "Percentage of accidental fires in dwellings confined to the room of origin" **[BV 144]**, is 94.76%. This represents a slight decrease of 0.54% when compared against the end of year figure for 2005/06. The projected figure of 94.76% is also a slight decrease on the figure of 95.64 forecasted at the end of Quarter 1. As a result of this performance the Authority is on course to be within the variance of its target of 95.5%. The failures related to this indicator are almost always beyond the control of the Authority.

### For Human Resources:

- ☐ The Authority's target for "The level of the Commission for Racial equality's 'Standard for Local Government' to which the Best Value Authority conforms" **[BV 2a]** has been set to achieve Level 2. In 2005/06 we achieved Level 1, further efforts are being made in 2006/07 to achieve Level 2. The outcome of this indicator will be reported to SMT at the end of the year.
- ☐ The end of year target for "The duty to promote race equality" **[BV2b]** has been set at 84% conformance. This is in line with the 2005/06 end of year figure and the outcome of this indicator will be reported to SMT at the end of the year.
- ☒ The current forecasted figure for the "Percentage of women in the top 5% of Authority earners" **[BV 11a]** is 6.61%; this represents a total of eight women in such posts. This is an improvement on the end of year figure of 5.3% in 2005/06. The target for this year is to achieve 5.3%, as a result of this we are already set to achieve this target. The increase in this indicator is due to the introduction of more women within management roles.



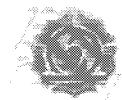
- The projected end of year figure for the "Percentage of the top 5% of Authority earners that are from black or ethnic minority communities" **[BV 11b]** is 0.82%; this represents a total of one person in such a post. The year to date figure of 0.82% suggests that we are set to achieve our end of year target of 0.8%. It is unlikely that this figure will alter during the next twelve months as research would indicate that other people within the system will not reach this level during that time period.
- The projected end of year figure for the "Percentage of the top 5% of Authority earners with a disability" **[BV 11c]** is 1.65%. This indicates that we are set to achieve our target of 1.5% and it reflects an increase of 0.15% compared to the end of year figure of 1.5% for 2005/06. This figure was obtained from the employee survey completed in spring 2006.
- The Authority has set an end of year target of 1.45% for the "Percentage of employees with a disability" **[BV 16a]**. Based on our forecast figure of 1.15% we are set to miss this years target. This also indicates that we are set to see a reduction of 2.5% when compared to the 2005/06 end of year figure of 1.18%. The figure of 1.15% is made up of 0.75% of whole-time staff and 2.38% of control and corporate staff.
- The projected end of year figure for the "Percentage of whole-time uniformed employees from minority ethnic communities within the best value authority's workforce compared with the percentage of ethnic minority community population in the authority area (currently 2.0% in Tyne and Wear)" **[BV 17]** is 0.86%. This represents an increase of 32% from 0.65% at the end of 2005/06. This very much reflects the current situation as it is not possible to manage further without either recruiting or a change in legislation. The Authority had set a target of 0.85% which reflected the percentage achieved in 2004/05. We currently have a total of eight staff from black and ethnic backgrounds as one person left employment this year.
- The projected end of year figure for the "Percentage of women fire-fighters" **[BV 210]** is 2.81%. This is an increase on the end of year figure of 2.3% in 2005/06. It is also an increase on the 2005/06 Quarter 1 total of 2.51% and it indicates that we are set to achieve this years target of 2.5%. This reflects the Authority's aim to increase the % of women firefighters and it is envisaged that this number will increase in the coming months.



- The projected end of year figure for the "Number of working days/shifts lost to sickness absence per employee - wholetime uniformed staff (indicator shown relates to the number of fire-fighter shifts on fire engines lost to sickness absence)" **[BV12a]** is 7.52. This is a decrease of 2 days from the 2005/06 end of year figure and within the target of 9.2 days set for 2006/07. This reduction can be attributed to the robust application of the revised Absence Management policy, whereby speedier intervention is put in place at local level with the support of effective management.
- The projected end of year figure for the "Number of working days/shifts lost to sickness absence per employee - All Staff" **[BV12b]** is 8.38. This is a reduction of 1.15 days on the end of year total for 2005/06. As a result of this we are set to achieve our target of 9.3 days/shifts lost. In order to continue this downward trend we will be further implementing the Absence Management Policy with particular focus on non rider staff.
- The projected end of year figure for the "Percentage of those staff eligible for the Fire-fighters Pension Scheme retiring on the grounds of ill health as a percentage of the workforce" **[BV 15a]** is 0.42%. Prudent management has resulted in the projected end of year figure being well below the target of 0.61% set for 2006/07.
- The end of year projected figure for the "Percentage of those staff eligible for the Local Government Pension Scheme retiring on the grounds of ill health as a percentage of the workforce" **[BV15b]** is 0.68%. This represents a reduction of 1.72% when compared with the end of year figure of 2.4% in 2005/06.

### **For Finance:**

- The end of year projected figure for the "Percentage of invoices for commercial goods and services that were paid within 30 days of such invoices being received by the authority" **[BV 8]** is 92.98%. This is below the Government set target of 100% and a reduction on the 2005/06 figure of 93.96%. The Finance Department are continuing to investigate the reasons for late payment and will liaise with the relevant Departments to rectify the issues.



### **RECOMMENDATIONS**

The Performance Review Committee are:

- a) requested to note the contents of the performance management report and provide feedback.
- b) to request that the Chief Fire Officer continues to closely monitor those performance measures which are not achieving targets, and to provide further detailed interim reports as required.

### **BACKGROUND PAPERS**

The undermentioned Background Papers refer to the subject matter of the above report:

- ☐ Local Government Act 1999
- ☐ Strategic Plan 2006 - 2011

### **DATA QUALITY**

The Tyne and Wear FRS are responsible for the gathering, storing and processing of data. In order to ensure that the data is accurate and represents a true reflection of our performance we continuously monitor and scrutinise the data through a process of validation.

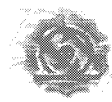
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## Appendix A

BVPIs Q2 2006/07						
REF	DESCRIPTION	2006/06 ACTUAL	2006/06 ACTUAL	YEAR TO DATE	2006/07 FORECAST	2006/07 TARGET
Community Safety						
BV 1401	Number of primary fires per 10,000 population	45.53	43.70	21.32	42.26	42.60
BV 1402	Number of accidental fires in dwellings per 10,000 dwellings	33.32	33.15	16.97	33.88	31.80
BV 1403	Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population	9.53	8.79	4.14	8.01	8.4
BV 1404	Number of deliberate primary fires in vehicles per 10,000 population	13.62	12.50	5.83	11.62	11.8
BV 1405	Number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population	70.94	68.25	47.91	76.79	66.70
BV 1406	Number of deliberate secondary fires in vehicles per 10,000 population	0.83	0.56	0.38	0.58	0.40
BV 1407	The percentage of fires attended in dwellings where a smoke alarm had activated	49.48	54.8	60.82	59.67	58.1
BV 1408	The percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate	8.88	8.28	8.19	7.88	8.2
BV 1409	The percentage of fires attended in dwellings where no smoke alarm was fitted	41.63	36.92	30.99	32.45	33.7
BV 1410	Number of deaths from accidental fires in dwellings per 100,000 population	0.47	0.37	0.27	0.55	0-0.47
BV 1411	Number of injuries arising from accidental fires in dwellings per 100,000 population (excluding precautionary checks)	14.81	7.26	4.02	7.49	7.08
BV 1412	The percentage of people in accidental dwelling fires who escape unharmed without FRA assistance	nda	91	91	91.8	92.9
BV 1413	Number of calls to malicious false alarms NOT ATTENDED per 1,000 population	0.24	0.22	0.10	0.20	0.2
BV 1414	Number of calls to malicious false alarms ATTENDED per 1,000 population	0.74	0.58	0.30	0.59	0.57
BV 1415	Number of false alarms due to automatic fire detection, per 1,000 non-domestic properties	182.4	197.83	103.95	201.75	178.0
BV 1416	Number of those properties in BV 1413 with more than 1 attendance by the Fire & Rescue Service	nda	982	574	n/a	957
BV 1417	% of calls which are to a property with more than one attendance	nda	91	75	n/a	79

BVPs Q2 2006/07							
REF	DESCRIPTION	2005/06 ACTUAL	2005/06 ACTUAL	YEAR TO DATE	2006/07 FORECAST	2006/07 TARGET	VARIANCE WITH TARGET
Legislative Fire Safety							
	Number of fires in non-domestic premises per 1,000 non-domestic premises	40.1	38.1	19.1	38.3	36.0	-2.3
Operations							
	Percentage of accidental fires in dwellings confined to the room or origin	95.0	95.30	94.76	94.76	95.5	-0.74
Human Resources							
	The level (if any) of the Equality standard for local government to which the Authority conforms	1	1		2	2	
	The duty to promote race equality	74%	84%		100%	84%	
	Percentage of the top 5% of Authority earners that are women	5.19	5.30	6.61	6.61	5.3	-1.31
	Percentage of the top 5% of Authority earners that are from black or ethnic minority communities	0.74	0.75	0.82	0.82	0.80	-0.02
	Percentage of the top 5% of Authority earners with a disability	N/A	1.50	1.65	1.65	1.50	-0.15
	Percentage of employees with a disability	N/A	1.18	1.15	1.15	1.45	0.30
	Percentage of staff from ethnic minority communities within the best value authority's workforce compared with the percentage of ethnic minority community population in the authority area (2% in T&W)	0.85	0.65	0.86	0.86	0.85	-0.01
	Percentage of women firefighters	1.3	2.30	2.81	2.81	2.5	-0.31
	Number of working days/shifts lost to sickness absence per employee - wholetime uniformed staff (indicator shown relates to the number of firefighters shifts on fire engines lost to sickness absence)	9.69	9.52	3.76	7.52	9.2	1.68
	Number of working days/shifts lost to sickness absence per employee - All staff	10.26	9.53	4.19	8.38	9.3	0.92
	Percentage of those staff eligible for the Firefighter Pension Scheme retiring on the grounds of ill health as a percentage of the workforce	0.63	0.63	0.21	0.42	0.61	0.19
	Percentage of those staff eligible for the Local Government Pension Scheme retiring on the grounds of ill health as a percentage of the workforce	2.65	2.39	0.34	0.68	2.09	1.41
Finance							
	Percentage of invoices for commercial goods and services that were paid within 30 days of such invoices being received by the authority	79.2	93.95	91.06	92.98	100.0	-7.0
	Expenditure per head of population on the provision of FRS services	45.87	51.88	to be supplied at end of year	53.18		Only reported at year end



## Performance Summary

### Predicted end of year performance 2006/07:

•No. of BVPIs set to achieve target	16 (57%)
•No. of BVPIs set to be within variance	2 (7%)
•No. of BVPIs set to miss target	10 (36%)

### Comparison with end of year figure for 2005/06:

•No. of BVPIs set to beat last years performance	17 (61%)
•No of BVPIs set to repeat last years performance	6 (21%)
•No. of BVPIs set to perform worse than last year	5 (18%)

Note: 3 BVPIs are still to be reported and for 2 BVPIs we have no data to enable us to measure against past performance on.

# PREVENTING PROTECTING RESPONDING

## TYNE AND WEAR FIRE AND RESCUE AUTHORITY

PERFORMANCE REVIEW COMMITTEE: 13<sup>TH</sup> NOVEMBER 2006

SUBJECT: BEST VALUE REVIEWS 2006/07

### JOINT REPORT OF THE CHIEF FIRE OFFICER, CLERK TO THE AUTHORITY AND THE FINANCE OFFICER

#### 1. PURPOSE

- 1.1 The purpose of this report is to outline the Authority's current approach to service reviews and update Members regarding progress made to date against the current Best Value Review Programme.

#### 2. BACKGROUND

- 2.1 The requirement to review all services over a five year rolling programme has been revoked however, there is still a requirement to carry out Best Value Reviews. Best Value and Service Reviews allow the Authority to address weaknesses and opportunities for improvement, identified through improvement planning processes. In formulating the CPA Improvement Plan the Authority agreed to undertake BVRs in the following areas;

Review	Responsibility	Timescale
Internal and External Communications	DCO Operations and Technical	2005 / 2006
Diversity in the Workforce	ACO Personnel and Training	2006 / 2007
Knowledge Management	ACO Personnel and Training	2006 / 2007

#### 3. METHODOLOGY

- 3.1 The traditional Best Value framework involved undertaking a review of services to secure efficiency, effectiveness and economy by using the 4 C's methodology; challenge compare, consult and compete.
- 3.2 The traditional Best Value Review methodology was not adopted as it was considered that a management review approach would be a more targeted and a less resource intensive process than the traditional Best Value Review. The following sections report

***Creating the Safest Community***

specifically on each of the reviews, the rationale for the chosen methodology, specific progress and results and recommendations.

#### **4. REVIEW: INTERNAL & EXTERNAL COMMUNICATIONS**

The 2005 Comprehensive Performance Assessment identified internal and external communications as a weakness. In order to ensure a comprehensive, robust and transparent audit the Chief Officer appointed external consultants to undertake a review of communications.

- 4.2 The agreed purpose of the communications audit was to create an 'internal communications snapshot' to assist the Chief Fire Officer in developing a communications strategy. The audit took place over a three week period during July/August 2005 and involved a cross-section of approximately 120 employees.
- 4.3 The Audit consisted of three parts:
- A review of communication channels to identify strengths and weaknesses in the flow of two-way communications between various ranks, roles and functions.
  - A review of communication tools to assess how the communications cascade and feedback process works.
  - A review of the communications culture to highlight perceived differences in communication needs and expectations and their impact on the overall Service culture.
- 4.4 A combination of one-to-one and group interviews were carried out with a representative cross-section of uniformed and non-uniformed Service staff.
- 4.5 The results of the Audit concluded that internal communications within the Service could be significantly improved particularly if barriers in the communication system were removed and the currency and relevance of information could be enhanced. The main areas of concern were;
- The lack of specialist communication staff.
  - A perceived sense of work overload within middle management as a result of the number of initiatives adopted by the Service.
  - A perceived weakness in delegated responsibility levels.
  - A perceived lack of monitoring and feedback on major Service wide issues.
  - The impact of varying personal communication styles.
  - The lack of formal communications training.
  - Geographic location and an individual's proximity to decision makers.

4.6 Based on these findings the report's recommendations included:

- Appoint a Corporate Communications Manager to oversee all aspects of media relations, public relations, and the Service's internal and external communications strategy.
- Set up open house meetings with the Chief and senior management.
- Increase the level of devolved decision making and empower middle and lower management to make day-to-day decisions in relation to their specific roles.
- Implement a more robust and effective series of senior management visits with clear agendas and statements of purpose.
- Explore the possibility of holding an open floor meeting for all employees once or twice a year
- Establish comprehensive communications training for relevant staff as appropriate.
- Establish a staff magazine and a Service quarterly newsletter which summarises key issues, outcomes and achievements which would be of interest to MPs, councillors and partner organisations.
- Develop an effective public affairs strategy to improve links with partner organisations and stakeholders.

4.7 The Chief Officer has made good progress in implementing the above recommendations and in particular a communications team has been established. A communications strategy is being formulated for consideration and endorsement by the Authority at a future meeting.

## **5. REVIEW: DIVERSITY IN THE WORKFORCE**

5.1 Diversity in the workforce is another area that was identified as requiring improvement following the 2005 Comprehensive Performance Assessment.

5.2 A lot of work is currently being undertaken on both a regional and local level to improve diversity in the North East Fire and Rescue Services and with more initiatives planned in the forthcoming months.

5.3 In particular the following actions have been taken;

- A regional Diversity Manager has been appointed who is actively working towards increasing awareness of equality and diversity through the production of a risk based strategy for improvement.
- The Authority has developed a recruitment protocol to effectively target under-represented groups, provide relevant positive action initiatives and increase access to community facilities to the public of Tyne and Wear. This is based upon a detailed

analysis of the 2005 recruitment and selection processes which were conducted using the National Firefighter Selection Tests. A recruitment campaign has recently been completed and the results reported to the Human Resources Committee.

- A workforce audit was undertaken in April 2006 which will be analysed and a subsequent action plan developed thus providing valuable evidence of progress to date. The National Cultural Audit is also scheduled for Authority-wide publication in the autumn of 2006 and will further evidence the Authority's progress in achieving a diverse workforce.

- 5.4 In consideration of the above progress the Chief Fire Officer recommends that the Authority delays this particular management review until changes have been embedded and outcomes achieved.

### **6. REVIEW: KNOWLEDGE MANAGEMENT**

- 6.1 The Chief Fire Officer identified the need for an independent review of the succession arrangements for senior posts within the Service - recognising the need to attract and retain people with the right skill set to fill key roles with the Service. The 2005 CPA reinforced this need and as a result, a detailed review was carried out.
- 6.2 The need to manage and retain individual's professional knowledge and experience is fundamental to succession planning and as such it was decided to incorporate knowledge management within this review.
- 6.3 The final report relating to this independent review of Succession Planning was presented to the Authority at its meeting on the 18<sup>th</sup> September 2006 (minute number 50 i-iii refers) and as the recommendations are implemented the Authority will have the confidence that Knowledge Management is achieved and recognised as a vital component within succession planning.

### **7. CONCLUSION**

- 7.1 Although these reviews are not formal Best Value Reviews the recommendations as implemented will bring about significant improvements in each of the three review areas.
- 7.2 Future review programmes will be determined by the findings of CPA and other audit processes. The focus of these reviews will be based upon areas that are reported as weaknesses or priorities and the aim of the subsequent reviews will be to improve performance and Value for Money in these areas.

### **8. RECOMMENDATIONS**

- 8.1 The Committee is requested to;
- a) Endorse the outcomes and actions taken in respect of the management's reviews detailed in this report, and
  - b) Receive further reports as appropriate.

## **BACKGROUND PAPERS**

The under mentioned Background Papers refer to the subject matter of the above report:

- Strategic Plan 2006 – 2011
- CPA Improvement Plan 2005.