

**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 20 FEBRUARY  
2017 at 10.30 am

**Present:**

Councillor Forbes in the Chair

Councillors Haley, Perry and Renton.

**Apologies for Absence**

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

**Declarations of Interest**

There were no declarations of interest.

**Minutes**

8. RESOLVED that the minutes of the meeting of the Policy and Performance Committee held on 7<sup>th</sup> November 2016 (circulated) be confirmed and signed as a correct record.

**Quarter Three Performance Report 2016/17**

The Chief Fire Officer/Chief Executive (Clerk to the Authority), the Strategic Finance Manager and the Personnel Advisor to the Authority submitted a joint report to provide the Committee with information relating to Tyne and Wear Fire and Rescue Service's (TWFRS) performance for Quarter three 2016/2017.

ACFO Griffiths advised the Committee that the Quarter three Performance report provided an overview of performance in relation to key performance indicators for April to December 2016. A presentation was delivered which summarised the following key performance outcomes:

- There had been four fatalities from accidental dwelling fires up to the end of quarter three (LI1). Two had been confirmed as accidental dwelling fire

fatalities, a Coroner's report received the previous week had confirmed that one was not a dwelling fire and one remained under investigation.

- An increase of 7.9% (1383) in emergency calls received compared to the same period last year.
- An increase of 7.5% (832) in total number of incidents.
- A slight 3% (1) increase in the number of injuries from accidental dwelling fires (LI3) in comparison to Quarter Three 2015/16. Cooking remained the main cause of injuries from accidental dwelling fires. Out of the 31 reported injuries, 5 were serious. In Newcastle, 3 injuries related to one particular incident.
- An increase of 12 (5%) accidental kitchen fires in dwellings. This target was not expected to be achieved.
- An increase of 1.5% (71) more fire calls attended.
- An increase of 3.2% domestic automatic false alarms attended and 1.1% increase in non-domestic fires. Of the 1,412 non domestic calls attended, 476 were caused by system faults and 175 were due to the alarm activation being accidentally or carelessly set off.
- An increase of 5.6% (72) in primary fires (LI29) - mostly attributed to an increase of 'Road Vehicle' fires.
- An increase of 5% (21) accidental dwelling fires (LI8) in comparison to Quarter Three 2015/16. This target would therefore not be achieved. Smoke alarms were present in 80.1% of dwellings and activated in 73.2% of dwellings where a smoke alarm had been fitted. The main reason for non-activation being that the fire was not close enough to the detector. The installation of a smoke alarm had also had a resultant impact on the number of injuries from fires.
- An increase of 4.4% (144) deliberate fires (LI33) in comparison to Quarter Three 2015/16 (2.1% more deliberate secondary fires). The end of year target of 3,162 deliberate secondary fires was not expected to be achieved. Whilst there was typically a spike during April, May and June, a reduction of 443 incidents in this period had been seen due to the 'Lighter Nights' campaign.
- An increase of 5.8% (10 incidents) more malicious false alarms attended.
- A reduction of 19.5% (38) fires in a non-domestic property in comparison to Quarter Three 2015/16.
- A total of 24,101 Home Safety Checks had been carried out up to the end of Quarter Three 2016/17, this comprised 21,679 carried out by TWFRS staff and 2,422 by partner agencies.

- Up to the end of Quarter Three 2016/17 the number of days lost to sickness was 3.96 days / shifts lost per employee; the lowest figure for five years. This demonstrated the pro-active approach taken by staff, line managers, OHU and HR in managing attendance. The Blue Light Programme had also been beneficial in supporting staff with mental health issues and thus reducing sickness absence. In addition, managers were also reminded of the importance of communicating with staff especially during times of uncertainty within the service, which again reduced stress and sickness absence.

The Chairman commented on the general upward trends and questioned why these patterns had occurred. ACFO Griffiths explained that these trends were seen across the country and that any spikes were closely monitored and managed.

Councillor Forbes referred to the accidental kitchen fires and asked about the particular age cohort and time of day these related to. ACFO Griffiths agreed to obtain the breakdown and commented that as they were often late at night caused by younger males, perhaps under the influence of alcohol, work was undertaken on safety campaigns encourage these groups of people to order a takeaway instead of cooking.

In addition to this, prevention work continued, for example two days of consultation was carried out in the Southwick area and Health and Safety checks (HSCs) were undertaken.

In response to a question from the Chairman querying why the number of HSCs had reduced, ACFO Griffiths advised that due to reduced funding, the Authority agreed to remove two appliances and also amend the target strategy by reducing the number of HSCs and focus on 'high risk' dwellings.

9. RESOLVED that:

- (i) The contents of the report be noted; and
- (ii) Further performance reports be received as appropriate.

## **Strategic Planning Framework**

The Chief Fire Officer/Chief Executive (Clerk to the Authority), the Strategic Finance Manager and the Personnel Advisor to the Authority submitted a joint report to update Members on the revised Strategic Planning Framework and set out the timescale for delivery of the Strategic Community Safety Plan (SCSP) 2017-2020.

Members were advised that the Strategic Planning Framework had been reviewed to streamline processes and provide more concise strategy, as an enabler for the implementation of the Organisation and Management Review. The revised framework intended to remove duplication, encourage leadership and innovation, promote collaborative working and further embed equality, diversity and inclusion.

In addition, the Authority had developed a Community Risk Profile (CRP) to inform the strategic risk management planning. The SCSP was the highest-level plan and

set the overall direction for the Service over a three-year period. It incorporated the Integrated Risk Management Plan (IRMP), and included information about resources.

The SCSP set out the vision, mission and values of the Authority, which were key in setting direction and influencing the culture of Tyne and Wear Fire and Rescue Service and it was against this that the strategic goals of the Service were set out. The goals were then sub-divided into six high level priorities, each with a specific plan and programmes with responsibility for delivery, for which targets were set and monitored.

Members were then referred to the diagram and the following tiers were explained:

- Organisation Strategy (green tier) – was supported by 3 key strategies, namely: Organisation Development Strategy, Medium Term Financial Strategy and Community Safety Strategy.
- Culture, Values and Leadership (blue tier) – this involved striving for continuous improvement and embracing equality, diversity and inclusion through personal conduct and values. The Leadership Bond set out the essence of how the staff behaved in delivering work and representing the service.
- Performance Management and Evaluation (yellow Tier) – The Service had a range of tools in place to monitor and evaluate performance of the organisation, including the Performance Management Framework, Project Management and Evaluation Framework and a Personal Development Review process.

ACFO Baines explained that that forthcoming SCSP 2017-2020 work commenced in late 2016 and was on track for publication in Spring 2017. Members were then invited to watch a sort video presentation of the Strategic Planning Framework.

Councillor Haley suggested that examples of how and reasons why it would have a significant impact would also be useful. ACFO Baines agreed to include this.

The Chairman, on behalf of the Committee, thanked Officers for the significant amount of working achieved in developing the new framework and commented that the document should be shared with all members of the Authority.

10. RESOLVED that:-

- (i) The revised Strategic Planning Framework be noted and endorsed; and
- (ii) The SCSP for 2017-2020 be received for approval in Spring 2017.

(Signed) N. FORBES  
Chairman