

## **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  
25 NOVEMBER 2019 at 10.30am

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

### **Part I**

| <b>Item</b>   | <b>Page</b> |
|---|-------------|
| <b>1. Apologies for Absence</b>   |             |
| <b>2. Receipt of Declarations of Interest (if any)</b>  |             |
| <b>3. Minutes</b>   | <b>1</b>    |
| Minutes of the Meeting of the Committee held on 8 July 2019 (copy attached) for confirmation.   |             |
| <b>4. Quarter 2 Performance Report 2019/2020</b>  | <b>7</b>    |
| Joint Report of the Chief Fire Officer/Chief Executive (Clerk to the Authority, the Strategic Finance Manager and the Personnel Advisor to the Authority (copy attached). |             |
| <b>5. Improvement and Assessment Plan</b>   | <b>47</b>   |
| Joint Report of the Chief Fire Officer/Chief Executive (Clerk to the Authority, the Strategic Finance Manager and the Personnel Advisor to the Authority (copy attached). |             |

Chris Lowther  
Chief Fire Officer and Chief Executive  
Clerk to the Authority

15 November 2019



## **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 8 JULY 2019 at 10.30 am

### **Present:**

Councillor Forbes in the Chair.

Councillors Dodds, Pickard and Samuels.

### **Apologies for Absence**

Apologies for absence were submitted to the meeting on behalf of Councillors Duggan and Purvis and also ACFO Baines and Robson.

### **Declarations of Interest**

There were no declarations of interest.

### **Minutes**

1. RESOLVED that the minutes of the meeting of the Policy and Performance Committee held on 11 February 2019 be confirmed and signed as a correct record.

## **2018/2019 End of Year Performance Report**

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 performance for the End of Year 2018/2019.

Area Manager (AM) John Pratt and AM Phil Clark drew the attention of Members to the following statistics within TWFRS:

### Deaths

- There had been 5 fire fatalities during 2018/2019 (1 in Newcastle, 1 in North Tyneside and 3 in Sunderland)
- Three dwelling fires fatalities had been confirmed by the Coroner as accidental fire deaths
- One dwelling fire fatality and one fire fatality in an outdoor structure was awaiting the outcome of the Coroner's Inquest
- In two of the fatalities, death was a result of smoke inhalation in a property with either no smoke alarm or no working smoking alarm
- In 55% of cases, it was suspected that drug or alcohol use had also been a contributing factor

The Committee commented that targeted work needed to be undertaken with homeowners who did not have a fire alarm and also that the service needed to continue to raise awareness via campaigns about the effect of drug and alcohol use on house fires.

### Injuries

- There had been an increase of 10 injuries from accidental dwelling fires
- There had been a 4% decrease in the number of injuries from all fires
- In 74% of injuries from accidental dwelling fires the room of origin of the fire was the kitchen
- 30% of victims who spent time in hospital were over 60
- 55% were either "Lone Person or Single Parent"

Members were advised that as a result of this, the Home Safety Check (HSC) strategy would be revisited.

### Fire Attendances

- There had been a 3% increase in accidental dwelling fires.

Members were advised that 55% required no fire fighter action or were extinguished by small means.

- There had been a 3% reduction in accidental kitchen fires
- There had been a 2% increase in deliberate secondary fires

Members heard that despite a very small increase, the 'Usual Suspects' Campaign had been hugely successful.

- There had been a 5% reduction in deliberate refuse fires. This had largely been due to 'uplift schemes' within local authorities.
- 40% of primary fires had a property type of 'Road Vehicle', which was an increase of 11%. Work was therefore ongoing with Northumbria Police.

In addition to 'uplift schemes and the 'Usual Suspects Campaign, fire safety advice had been given, Cadets had also delivered leaflets which had been very well received and crews had engaged with schools to educate students.

Councillor Samuels welcomed this and expressed her concerns that this level of intervention may be difficult to sustain given the levels of cuts the Authority was faced with year on year.

### False Alarms

- There had been a 2% reduction in AFAs in both domestic and non-domestic premises
- 33% of AFAs to non-domestic premises were due to faulty alarms
- 22% of non-domestic AFAs were to education premises
- 19% of non-domestic premises AFAs were from premises type 'Hospitals and Medical Care'
- 33% of false alarms in domestic premises were to 'self-contained sheltered housing'

The Committee referred to the number of false alarms to non-domestic premises which were due to faulty alarms and commented that owners needed to take responsibility for their own property and ensure that alarms were in working order.

Members welcomed the fact that the Service aimed to work with these people however commented that failure to comply and repeated attendances as a result of this, may need to result in enforcement in the future. It was agreed that this would be considered again, at the next meeting.

Councillor Pickard also expressed his concerns that that false alarms had a tendency to desensitise people and stop them responding to fire alarms.

Members were advised that the change in attendance policy had seen a reduction in the number of non-domestic false alarms to education and hospital settings.

The Committee was then referred to the data on the priority indicators and noted that of the 18 indicators, it was forecasted that 6 targets would be attained.

The Chairman expressed his concerns last year half of the targets were forecasted not to be achieved and the year before a third, and commented that consideration needed to be given to revising targets and also how they were analysed.

2. RESOLVED that: -

- (i) the contents of the report be noted and endorsed; and
- (ii) further reports be received as necessary.

A draft revised performance report was circulated for consideration by Members and comments were welcomed.

AM Pratt explained that whilst the report was still in the developmental stage, efficiencies would be made in the way in which data was collected and presented.

The Chairman commented that it would be useful to analyse trends over time as opposed to looking at figures in isolation and also that information in relation to context would be beneficial to compare Tyne and Wear against other Fire and Rescue Services.

Councillor Dodds referred to the findings of the recent HMICFRS Inspection in particular, the view that fire prevention could be improved and commented that the volume of prevention could be increased if activities elsewhere within the service were reduced and suggested that the impact of this would need to be analysed.

### **Incident Response Standards - Pilot Update**

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 Members with an update regarding the pilot of incident response standards with effect from April 2019, as approved in December 2018.

Members were advised at the time of publication, the report included figures prior to the end of Quarter 1 i.e. 25 June 2019. An addendum to the report was therefore tabled which included information to the end of Quarter 1 i.e. 30 June 2019.

Members were reminded that it was the aspiration of the Service to respond to emergency incidents as quickly as possible, prioritising the response to incidents where there was significant risk to life and property.

The Committee was referred to Section 3.3. of the report which showed that performance against the draft response standards was generally good. Further analysis on the average time to despatch resources to emergency incidents had identified that the extensive call handling process to ensure the Service effectively allocated the correct resources for the incident type therefore ensuring the appropriate weight of initial response. Detailed monitoring and analysis would continue throughout the pilot.

The Chairman questioned whether it was common for numerous people to ring in response to the same incident and was advised that yes, this was often the case.

In addition to this, when referring to the time to dispatch resources to emergency incidents, consideration also needed to be given to the fact that the control room need to ensure that the call did not relate to a false alarm, which in turn, took slightly longer.

Members were extremely pleased to note that the targets for both the first fire engine to arrive within 6 minutes and the second fire engine to arrive within 8 minutes, to risk level one incidents were both exceeded.

3. RESOLVED that: -

- (i) the contents of the report be noted; and
- (ii) further reports be received as necessary.

(Signed) N FORBES  
Chair





**TYNE AND WEAR FIRE AND RESCUE AUTHORITY**

**Item No. 4**

**MEETING: POLICY AND PERFORMANCE COMMITTEE: 25 NOVEMBER 2019**

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**SUBJECT: QUARTER TWO PERFORMANCE REPORT 2019/20**

**JOINT REPORT OF THE CHIEF FIRE OFFICER/CHIEF EXECUTIVE (THE CLERK TO THE AUTHORITY) THE STRATEGIC FINANCE OFFICER AND THE PERSONNEL ADVISOR TO THE AUTHORITY**

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**1 INTRODUCTION**

- 1.1 The purpose of this report is to provide the Policy and Performance Committee with information relating to Tyne and Wear Fire and Rescue Service's (TWFRS) performance for Quarter Two 2019/20.

**2 BACKGROUND**

- 2.1 The Quarter Two Performance Report 2019/20 provides a comprehensive overview of the organisation's performance in relation to key performance indicators for April to September 2019.
- 2.2 Data contained in the report is extracted from the Incident Recording System (IRS) and Community Fire Risk Management Information System (CFRMIS) in relation to incident data and Home Safety Checks respectively.
- 2.3 Data from the Metropolitan FRS Group is not included in the quarterly report as this is not yet available. This data will be included in the end of year performance report for comparison.

**3 QUARTER TWO 2019/20 PERFORMANCE**

- 3.1 Unfortunately, there was one fatality (LI02) from all fires. This was as a result of an accidental dwelling fire (LI01).
- 3.2 Injuries from all fires (LI05) have decreased by 40% (36). Injures from accidental dwelling fires (LI03) have decreased by 52% (13) when compared to Q2 2018/19.
- 3.3 There was an 8% (310) reduction in the number of fire calls attended (LI24).
- 3.4 During Q2 2019/20, accidental dwelling fires (LI08) decreased by 5% (12) compared to the same period last year.

- 3.5 There has been a 6% (155) decrease in deliberate secondary fires (LI16).
- 3.6 False alarms in non-domestic premises (LI22) have decreased by 14% (131) and false alarms in domestic premises have increased by 8% (108).
- 3.7 25% (203) automatic false alarms in non-domestic premises are to an educational premises (LI22).

#### **4 RISK MANAGEMENT**

- 4.1 A risk assessment has been undertaken to ensure that the risk to the Authority has been minimised as far as practicable. The assessment has considered an appropriate balance between risk and control, the realisation of efficiencies, the most appropriate use of limited resources and a comprehensive evaluation of the benefits. The risk to the authority has been assessed as low utilising the standard risk matrix based on control measures being in place.

#### **5 FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications in respect of this report.

#### **6 EQUALITY AND FAIRNESS IMPLICATIONS**

- 6.1 There are no equality and fairness implications in respect of this report.

#### **7 HEALTH AND SAFETY IMPLICATIONS**

- 7.1 There are no health and safety implications in respect of this report.

#### **8 RECOMMENDATIONS**

- 8.1 Members are recommended to:
  - a) Endorse the contents of this report
  - b) Receive further reports as appropriate.

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#### **BACKGROUND PAPERS**

The under mentioned Background Papers refer to the subject matter of the above report: 2019/20 Performance Report Quarter Two (1<sup>st</sup> April to 30<sup>th</sup> September 2019)

# Tyne and Wear Fire and Rescue Service

*Creating the Safest Community*



## 2019/20 Performance Report

Quarter Two YTD

(1<sup>st</sup> April to 30<sup>th</sup> September 2019)



|                              |    |
|------------------------------|----|
| Contents.....                | 2  |
| Introduction .....           | 3  |
| Executive Summary .....      | 5  |
| Deaths and Injuries .....    | 6  |
| Fire Attendances.....        | 9  |
| False Alarms .....           | 12 |
| Additional Information ..... | 14 |
| Highlights .....             | 14 |
| District Performance .....   | 17 |
| <b>Gateshead</b> .....       | 17 |
| District Performance .....   | 21 |
| <b>Newcastle</b> .....       | 21 |
| District Performance .....   | 25 |
| <b>North Tyneside</b> .....  | 25 |
| District Performance .....   | 29 |
| <b>South Tyneside</b> .....  | 29 |
| District Performance .....   | 33 |
| <b>Sunderland</b> .....      | 33 |

Our vision is to create the safest community. To make this happen we operate a risk-based approach which prioritises how and where we focus our resources.

Our targets are ambitious; but even as a high performing service we want to continue to improve for our communities.

Our approach to our response prioritises those in greatest need. We aim to get to an incident as quickly as we can. We aim to get to people who need us as fast as we can. We closely monitor our speed of response times and review how we can remain amongst the fastest responders within our available resources.



Our targeted prevention work plays a major role in keeping people safe. Our Home Safety Checks (HSC) and other extensive preventative work with partners, helps reduce the number of fires in the home. This can be seen in our performance at incidents within dwellings. This proactive work is also undertaken in our fire safety activity, risk based inspection programme and operational health checks. This is where we engage with the business sector to keep people safe in their working environment.

However, Tyne and Wear includes areas which are disproportionately high in deprivation and unemployment. Local authorities and blue light services have seen reductions in their budgets and many community activities are no longer available. The analysis of our data shows that whilst our primary focus will always be on keeping people safe, the increase in deliberate fires needs our attention.



This report outlines how we are working to keep our communities safe, but also how we are working collaboratively with partners, for example through agreed multi-agency actions from our anti-social behaviour conference, to address the wider social issues that result in deliberate fires.

The period 1<sup>st</sup> April 2019 to 30<sup>th</sup> September 2019 will be referred to as quarter two, Q2 for the remainder of the document. This report provides a comparison of the data from quarter one and two in 2019/20 to quarter one and two in 2018/19 and to previous years where relevant.

# **Operational Performance Indicators**

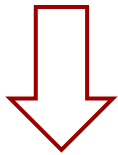
**2019/20 Q2**

| Service   |   |           |        |
|-----------|---|-----------|--------|
| Indicator | Indicator Description   | Incidents | Target |
| LI01      | Number of deaths from accidental fires in dwellings                                     | 1         | 0      |
| LI02      | Number of deaths from all fires   | 1         | 0      |
| LI03      | Number of injuries from accidental fires in dwellings, excluding precautionary checks * | 12        | 22     |
| LI05      | Number of injuries from all fires   | 53        | 89     |
| LI08      | Number of accidental fires in dwellings   | 241       | 253    |
| LI09      | Number of accidental kitchen fires in dwellings   | 135       | 141    |
| LI10      | Number of accidental non kitchen fires in dwellings                                     | 106       | 113    |
| LI16      | Number of deliberate secondary fires  | 2386      | 2284   |
| LI18      | Number of deliberate refuse fires   | 1561      | 1505   |
| LI21      | Number of malicious false alarm calls attended  | 133       | 129    |
| LI22      | Number of false alarm calls due to automatic fire alarms from non domestic premises     | 808       | 939    |
| LI23      | Number of false alarm calls due to automatic fire detection from domestic premises      | 1425      | 1327   |
| LI24      | Total number of fire calls attended   | 3735      | 3659   |
| LI32      | Total number of incidents (recorded at time of call)                                    | 8905      | 8596   |
| LI29      | Number of primary fires attended  | 906       | 939    |
| LI35      | Number of fires in a non domestic property  | 109       | 110    |

Target not achieved

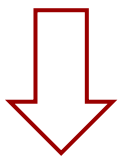
Target within 10%

Target achieved



## Fatalities

There has been 1 fire fatality (LI02) within the TWFRS Service area from an accidental dwelling fire (LI01).



## Injuries

There has been a **40%** (36) decrease in the number of injuries from all fires (LI05). There has been a **52%** (13) decrease in injuries from accidental dwelling fires (LI03).



## Injuries from dwelling fires

**(42%)** (5) of the victims who went to hospital were aged between 41 and 52 (LI03).



## Injuries from dwelling fires

3 injuries from accidental dwelling fires occurred in the kitchen (LI03).



# Deaths and Injuries

Below are our performance indicators relating to deaths and injuries for the Service.

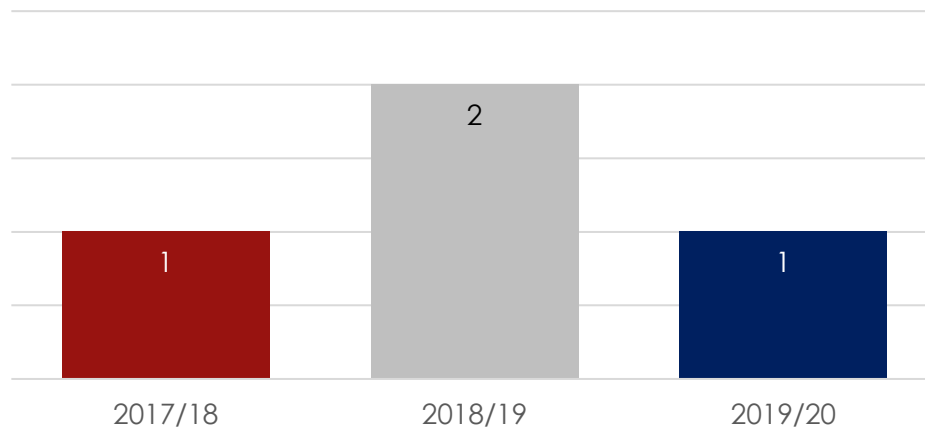
2019/20

Q2

## Deaths from accidental dwelling fires

Q2  
Target  
0

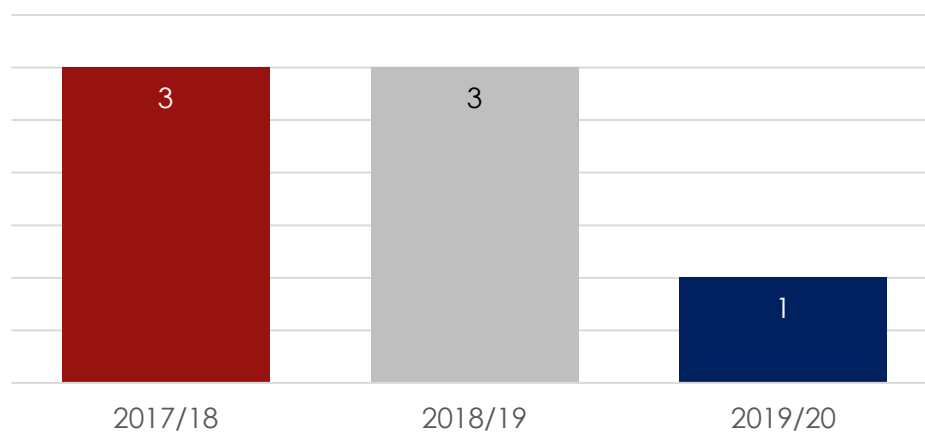
LI01 Incidents



## Deaths from all fires

Q2  
Target  
0

LI02 Incidents



# Deaths and Injuries

Below are our performance indicators relating to deaths and injuries for the Service.

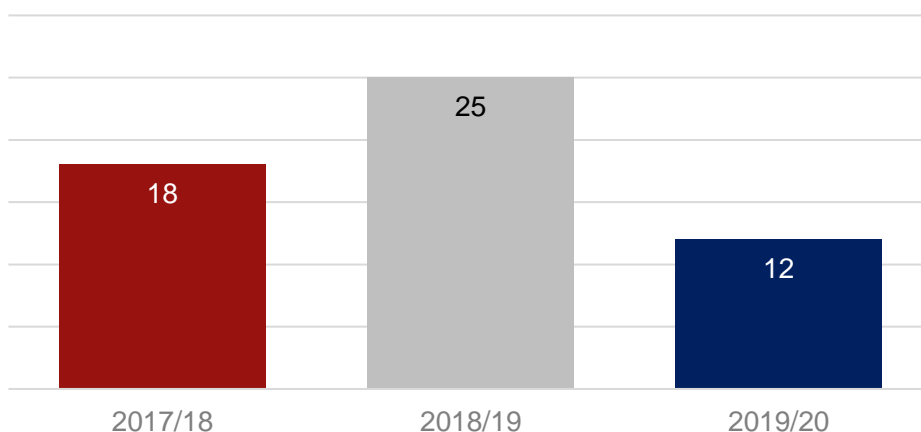
2019/20  
Q2

## Injuries from accidental dwelling fires\*

\* Excluding first aid and precautionary checks

Q2  
Target  
22

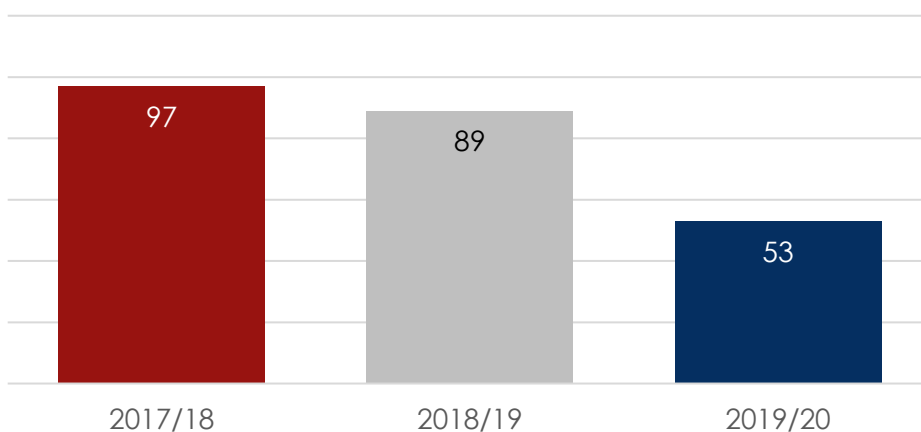
### LI03 Incidents

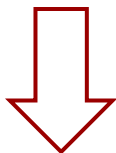


## Injuries from all fires

Q2  
Target  
89

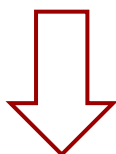
### LI05 Incidents





## Fire calls

**8%** (310) decrease in fire calls (LI24).



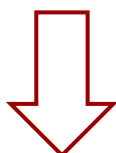
## Primary fires

**4%** (35) reduction in number of primary fires (LI29).



## Vehicle fires

**39%** (357) of primary fires had a property type 'road vehicle'. A **5%** (21) reduction in the number of vehicle fires.



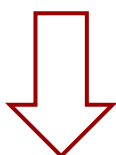
## Accidental Dwelling Fires

**5%** (12) reduction in accidental dwelling fires (LI08).



## Firefighter action

**58%** (139) of accidental dwelling fires required no firefighter action or were extinguished by small means (LI08).



## Deliberate Secondary Fires

**6%** (155) reduction in deliberate secondary fires (LI16).

# Fire Attendances

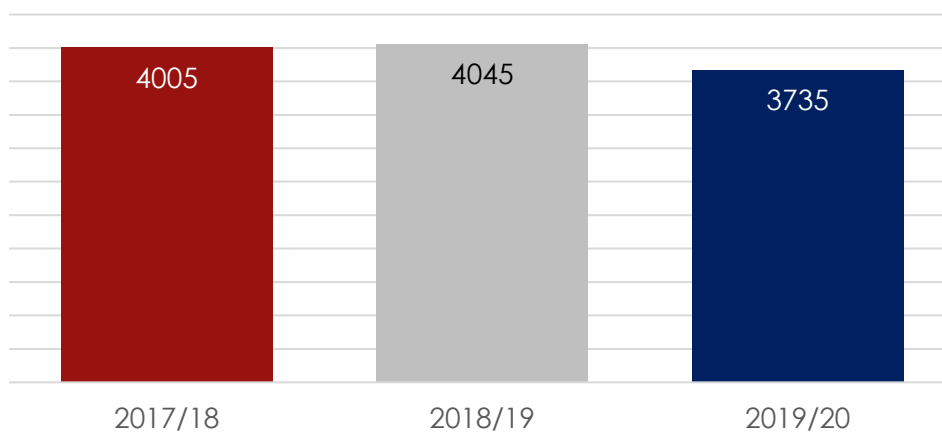
Below are our performance indicators relating to fire attendances for the Service

2019/20  
Q2

## All fire calls

Q2  
Target  
3659

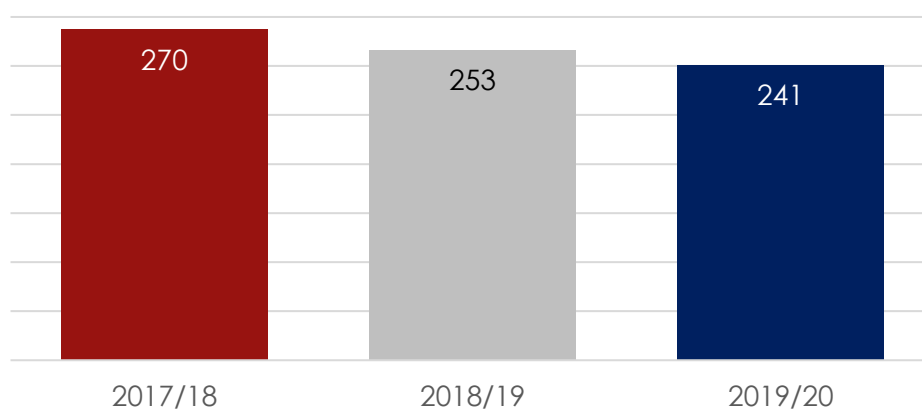
LI24 Incidents



## Accidental dwelling fires

Q2  
Target  
253

LI08 Incidents



# Fire Attendances

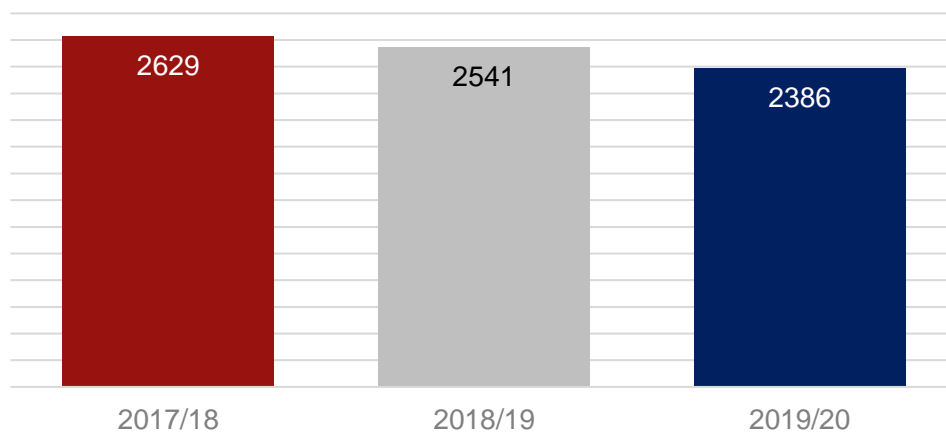
Below are our performance indicators relating to fire attendances for the Service

2019/20  
Q2

## Deliberate Secondary fires

Q2  
Target  
2284

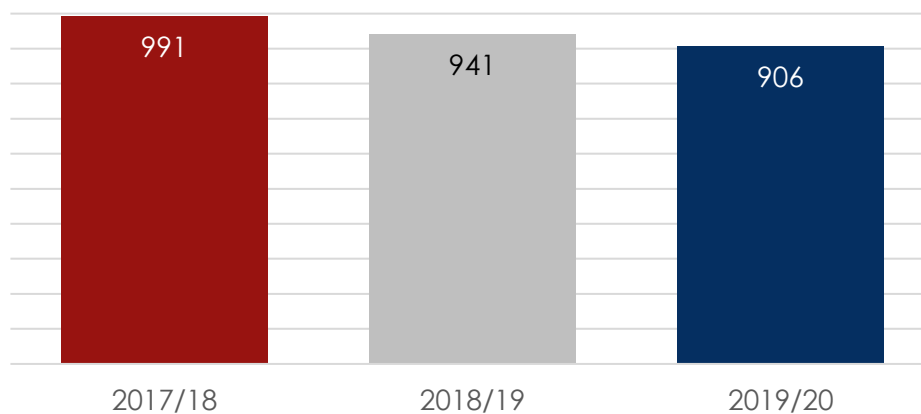
### LI16 Incidents

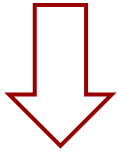


## Primary fires

Q2  
Target  
939

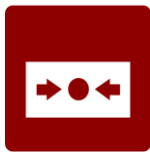
### LI29 Incidents





## AFAs from non domestic premises

**14%** (131) decrease in automatic false alarms from non-domestic premises (LI22).



## Alarm faults

**32%** (259) automatic false alarms in non-domestic premises were due to faulty alarms (LI22).



## Education premises

**25%** (203) automatic false alarms in non-domestic premises to an education premises (LI22).



## AFAs from domestic premises

**8%** (108) increase in automatic false alarms from domestic premises (LI23).



## Cooking and burnt toast

**43%** (607) automatic false alarms in domestic premises were due to cooking or burnt toast. (LI23).

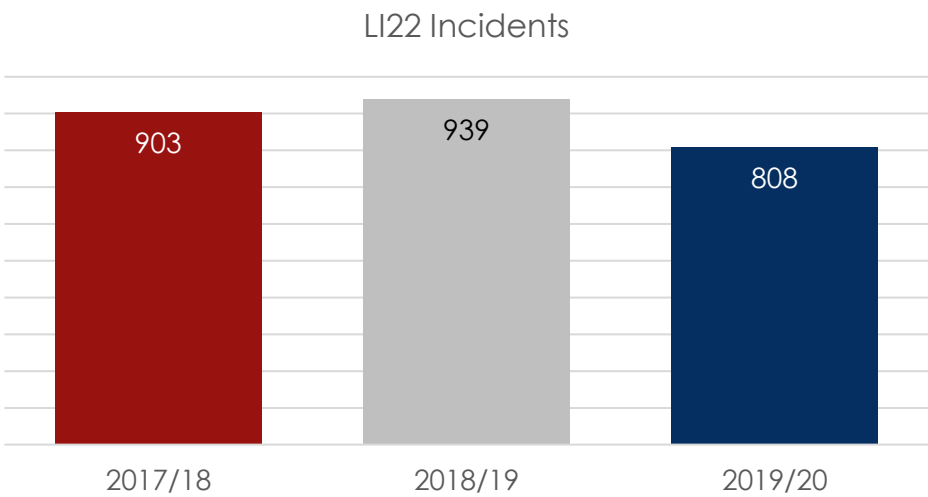
# False Alarms

Below are our performance indicators relating to false alarms for the Service

2019/20  
Q2

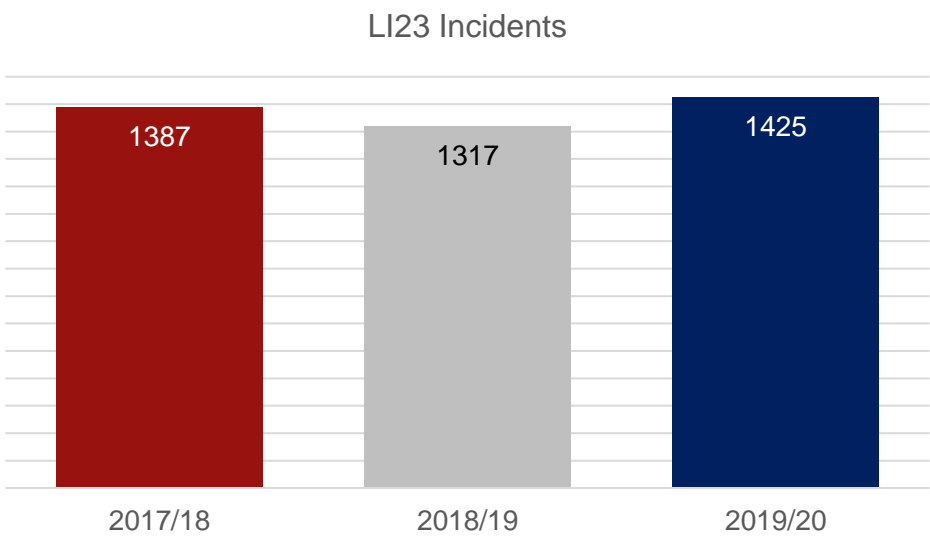
## Automatic false alarms to non domestic premises

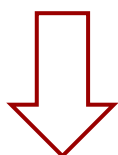
Q2  
Target  
939



## Automatic false alarms to domestic premises

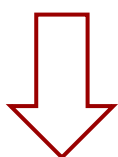
Q2  
Target  
1327





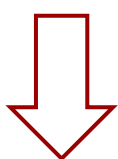
## Total incidents attended

**2%** (199) decrease in total number of incidents attended (LI32).



## Non domestic premises

Reduction of 1 fire in non domestic premises (LI35)



## Incidents attended by a TRV

**45%** (913) reduction in incidents attended by TRV's (LI36).



## 17,501 Home Safety Checks

**26%** (3617) increase in the number of Home Safety Checks carried out. (LI37).



## 5 minutes 48 seconds

Average attendance time **25** seconds quicker.  
(Time = mobilised to in attendance)



## Additional Information

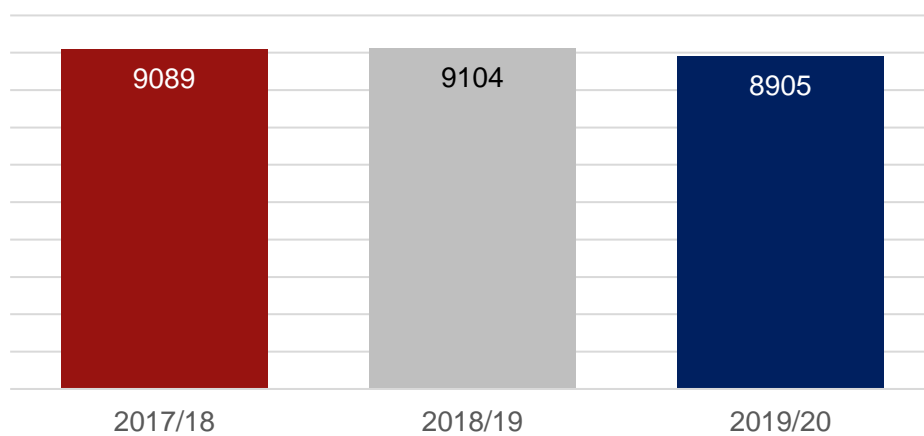
Below are some of our other performance indicators for the Service

2019/20  
Q2

### Total incidents attended

Q2  
Target  
8596

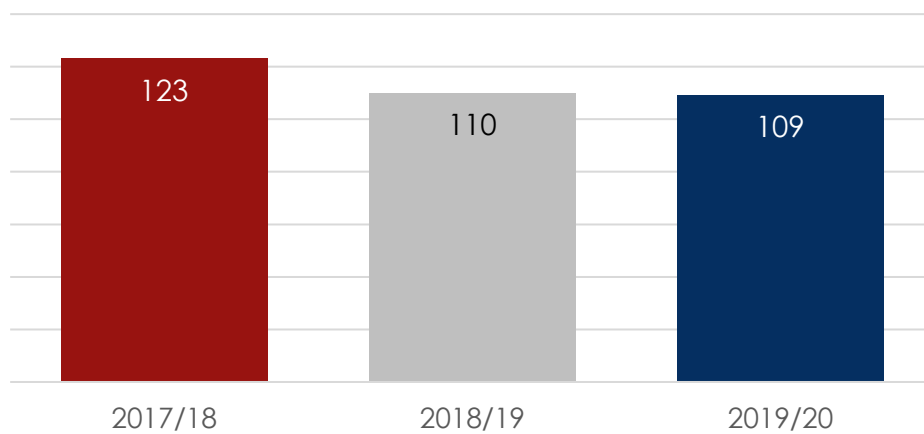
LI32 Incidents



### Fires in a non domestic premises

Q2  
Target  
110

LI35 Incidents



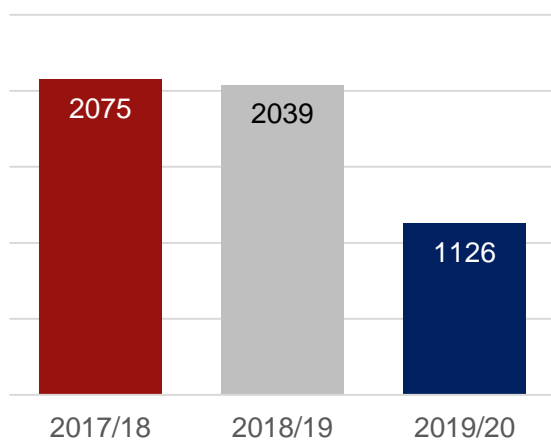
## Additional Information Cont.

Below are some of our other performance indicators for the Service

2019/20  
Q2

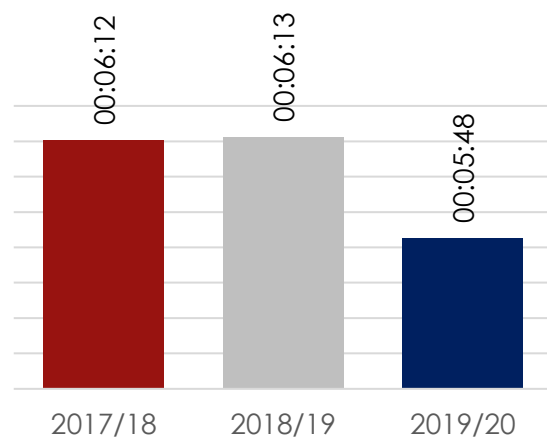
### Incidents attended by a TRV

LI36 Incidents



### Average attendance time

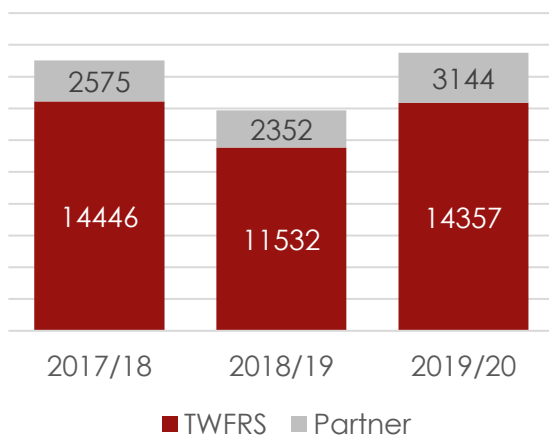
Average Attendance Times



Time = Mobilised to in attendance

### HSC's carried out

LI37



### Attendance time by risk level\*

| Year    | Risk Level 1 | Risk Level 2 | Risk Level 3 | Risk Level 4 |
|---------|--------------|--------------|--------------|--------------|
| 2017/18 | 00:05:09     | 00:05:35     | 00:05:20     | 00:07:34     |
| 2018/19 | 00:05:13     | 00:05:47     | 00:05:26     | 00:07:25     |
| 2019/20 | 00:05:01     | 00:05:41     | 00:05:15     | 00:06:40     |

\* 1<sup>st</sup> pump in attendance (CAT1/CAT2)



In Gateshead, we work with local partner agencies to educate people on how to prevent fire and where necessary, safely react to an emergency. The area varies from relatively affluent residential to medium industrial use. It also includes attractions such as the Baltic Arts Centre, the Sage and the Metro Centre.

All Gateshead fire service staff continue to drive down incidents of fire within the district. Our performance shows positive reductions in most indicators. This is due to proactive partnership working which is being carried out on a daily basis.

Gateshead district has seen zero fire deaths and a reduction in the number of injuries, fire calls attended, accidental dwelling fires and deliberate secondary fires.

We have seen a slight reduction in kitchen fires in the West in Q2. This is excellent news as we continue to campaign to reduce this indicator and make our community aware of the dangers of fire.

Our work with partners and members of our community includes the support of a local resident whom, post fire in their property in Q1, agreed to participate in a 'talking head' which pushed informative fire safety messages. Initiatives such as this have a positive impact service wide.

A deliberate fire in the Team's area of Gateshead which directly affected four families, made this incident a high priority for our service and partners. We arranged and subsequently met with TGHC to discuss and plan a strategy to reduce this type of incident going forward. It was noted that this property 'type' is located in five areas in the borough, to date we have triaged the level of risk to these specific areas and brought a plan together to manage out and reduce this fire risk. We hope to report back further detail in the coming months.

'Ward Walks' supported by our local councillors have now begun in the far west of the district, this will support our Darker Nights campaign as we work proactively within our community. This initiative is driven to reduce life risk with our area. Secondary fires can and do lead to Primary fires which in turn pose a serious risk to life.

| Gateshead |   |           |        |
|-----------|---|-----------|--------|
| Indicator | Indicator Description   | Incidents | Target |
| LI01      | Number of deaths from accidental fires in dwellings                                     | 0         | 0      |
| LI02      | Number of deaths from all fires   | 0         | 0      |
| LI03      | Number of injuries from accidental fires in dwellings, excluding precautionary checks * | 4         | 5      |
| LI05      | Number of injuries from all fires   | 6         | 22     |
| LI08      | Number of accidental fires in dwellings   | 42        | 46     |
| LI09      | Number of accidental kitchen fires in dwellings   | 20        | 27     |
| LI10      | Number of accidental non kitchen fires in dwellings                                     | 22        | 19     |
| LI16      | Number of deliberate secondary fires  | 343       | 451    |
| LI18      | Number of deliberate refuse fires   | 191       | 261    |
| LI21      | Number of malicious false alarm calls attended  | 16        | 12     |
| LI22      | Number of false alarm calls due to automatic fire alarms from non domestic premises     | 154       | 168    |
| LI23      | Number of false alarm calls due to automatic fire detection from domestic premises      | 220       | 200    |
| LI24      | Total number of fire calls attended   | 567       | 700    |
| LI32      | Total number of incidents (recorded at time of call)                                    | 1510      | 1534   |
| LI29      | Number of primary fires attended  | 151       | 166    |
| LI35      | Number of fires in a non domestic property  | 21        | 15     |

Target not achieved

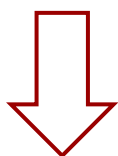
Target within 10%

Target achieved



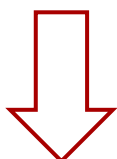
## Zero Fatalities

There have been no fire fatalities (LI02) within the Gateshead area.



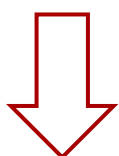
## Injuries

There has been a **73%** (16) reduction in the number of injuries from all fires (LI05). There has been a **33%** (1) increase in injuries from accidental dwelling fires (LI03).



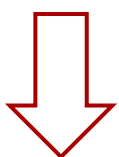
## Accidental Dwelling Fires

There were 42 accidental dwelling fires, a **9%** (4) reduction on 2018/19 (LI8).



## Deliberate Secondary Fires

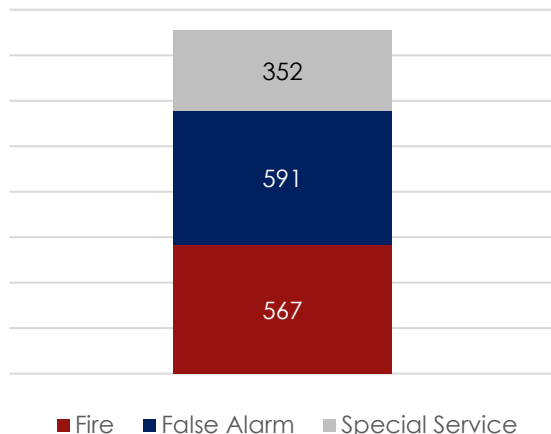
There were 343 deliberate secondary fires, a **31%** (153) reduction on 2018/19 (LI16).



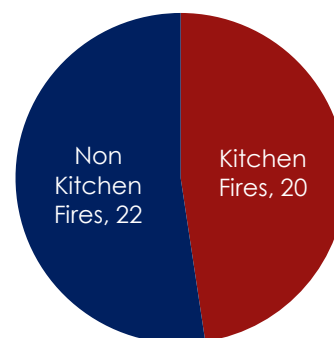
## False Alarms

AFAs from non domestic premises have decreased by **8%** (14) from the previous year (LI22).

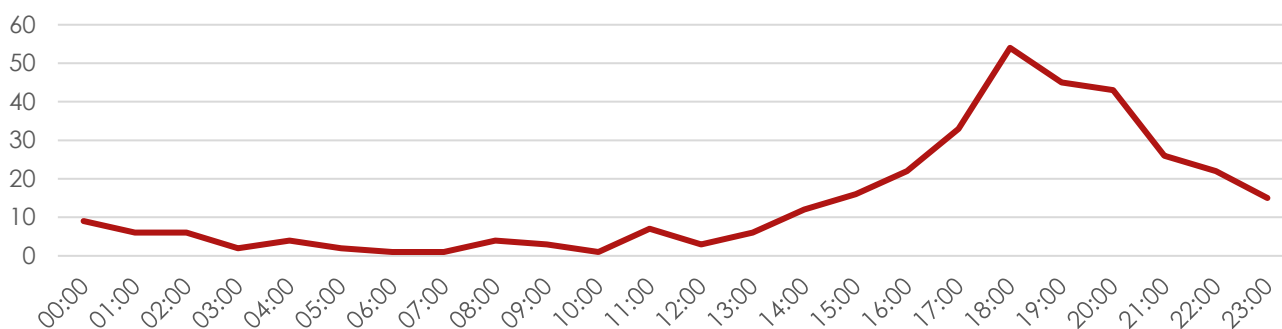
Incident Type



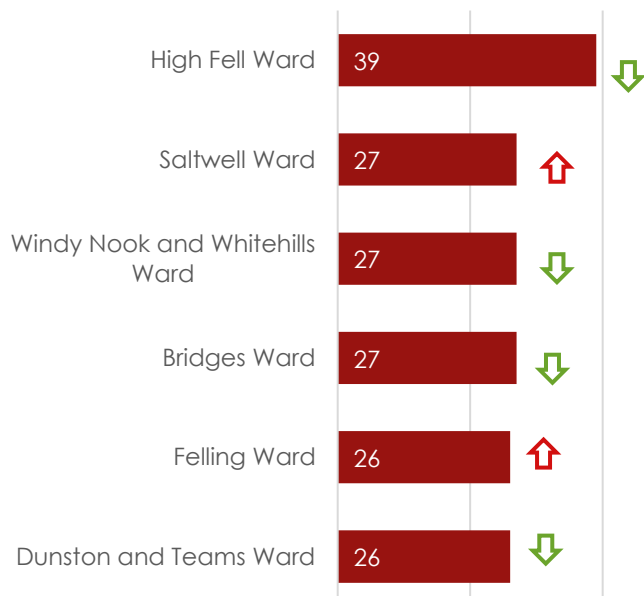
Accidental Dwelling Fire  
Room of Origin



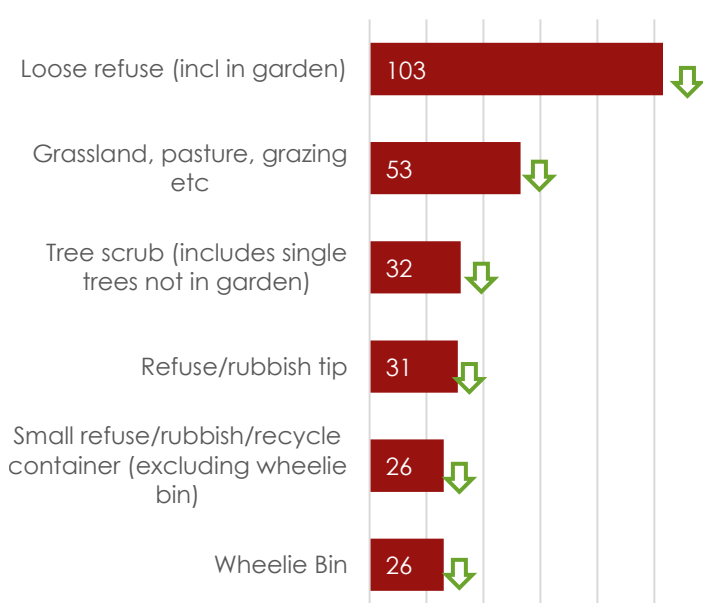
Deliberate Secondary Fires Time of Day



Deliberate Secondary Fires  
Top Wards



Deliberate Secondary Fires Top  
Property Types







Newcastle is the most diverse district in the area we cover. It includes large amounts of residential property, ranging from isolated pockets of deprivation to substantial commercial and industrial premises.

In November 2016 the Local Government Boundary Commission for England concluded their electoral review of Newcastle. The number of councillors and wards remained the same however the shape and size of wards changed because of housing developments and changes to the city's population. The new Newcastle boundaries were established in May 2018 and the new wards feature in this report.

Newcastle can report a reduction in injuries from accidental dwelling fires from the previous year. Injuries from all fires is at the lowest recorded year since 2010. In Q2, three of the four injuries were recorded at one single incident.

Accidental dwelling fires are down on quarter one and year to date there have been two more incidents recorded compared to this period last year. Elswick Ward has the highest number recorded this year with a total of ten incidents, a trend was identified during Q1 and considerable partnership engagement has led to a reduction in this ward during Q2.

'Operation McPhee' a partnership initiative led by Newcastle City Council ran during school holidays in Q2. This was supported by our operational crews and prevention and education teams. The evaluation will be considered for future initiatives to highlight success and areas for improvement.

Deliberate secondary fires have shown a reduction on last year, however fires involving wheelie bins and refuse containers have increased in 'hotspot areas' volunteers and cadets have liaised with businesses with leaflet drops and posters posted in business premises to highlight 'Firestoppers'.

A partnership community engagement day is planned in Q3 for November, prior to the bonfire period. This will take place in the outer west with a number of partners supporting ourselves in a drive to reduce anti-social behaviour and associated fires.

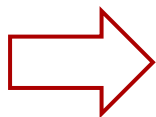
| Newcastle |   |           |        |
|-----------|---|-----------|--------|
| Indicator | Indicator Description   | Incidents | Target |
| LI01      | Number of deaths from accidental fires in dwellings                                     | 0         | 0      |
| LI02      | Number of deaths from all fires   | 0         | 0      |
| LI03      | Number of injuries from accidental fires in dwellings, excluding precautionary checks * | 3         | 7      |
| LI05      | Number of injuries from all fires   | 14        | 24     |
| LI08      | Number of accidental fires in dwellings   | 71        | 69     |
| LI09      | Number of accidental kitchen fires in dwellings   | 42        | 42     |
| LI10      | Number of accidental non kitchen fires in dwellings                                     | 29        | 32     |
| LI16      | Number of deliberate secondary fires  | 679       | 663    |
| LI18      | Number of deliberate refuse fires   | 512       | 500    |
| LI21      | Number of malicious false alarm calls attended  | 49        | 56     |
| LI22      | Number of false alarm calls due to automatic fire alarms from non domestic premises     | 308       | 380    |
| LI23      | Number of false alarm calls due to automatic fire detection from domestic premises      | 647       | 625    |
| LI24      | Total number of fire calls attended   | 1066      | 1064   |
| LI32      | Total number of incidents (recorded at time of call)                                    | 2882      | 2996   |
| LI29      | Number of primary fires attended  | 241       | 266    |
| LI35      | Number of fires in a non domestic property  | 23        | 34     |

Target not achieved

Target within 10%

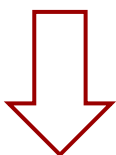
Target achieved





## Zero Fatalities

There have been no fire fatalities (LI02) within the Newcastle area.



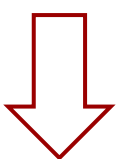
## Injuries

There has been a **42%** (10) reduction in the number of injuries from all fires (LI05). There has been a **57%** (4) reduction in injuries from accidental dwelling fires (LI03).



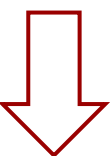
## Accidental Dwelling Fires

There were 71 accidental dwelling fires, a **3%** (2) increase on 2018/19 (LI8).



## Deliberate Secondary Fires

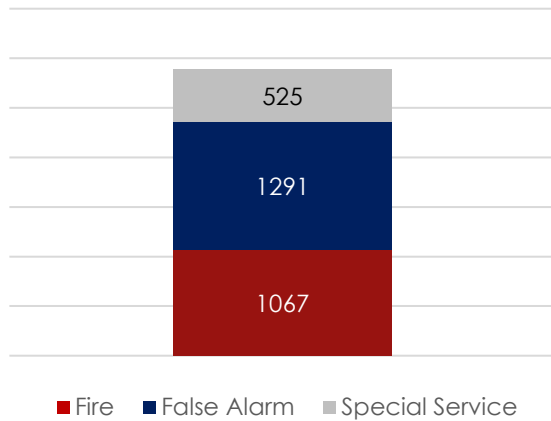
There were 679 deliberate secondary fires, a **15%** (117) decrease on 2018/19 (LI16).



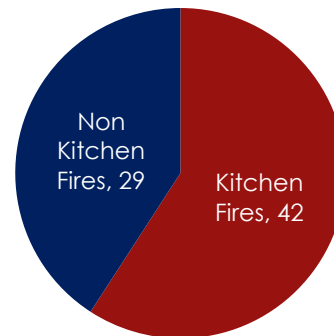
## False Alarms

AFA's from non domestic premises have decreased by **19%** (72) from the previous year (LI22).

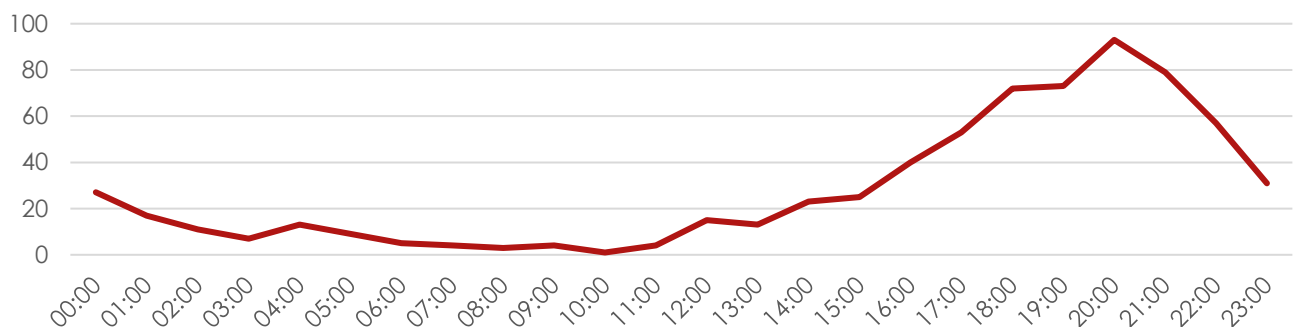
Incident Type



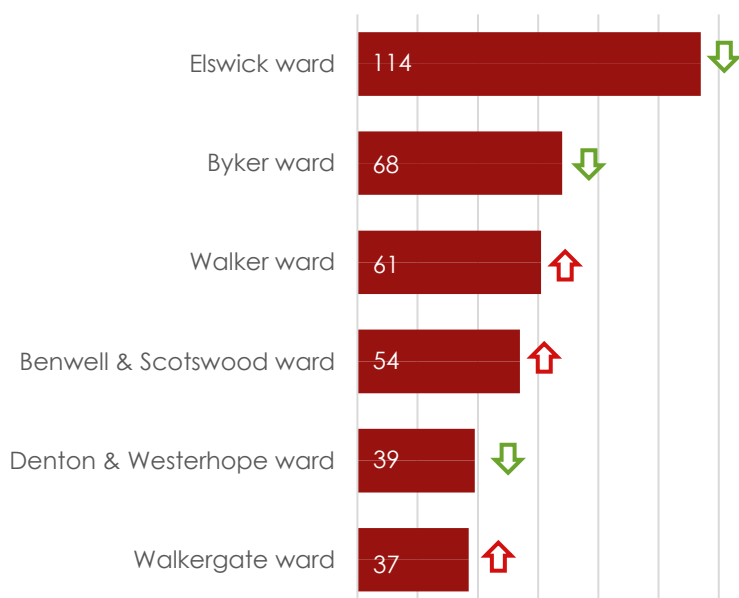
Accidental Dwelling Fire  
Room of Origin



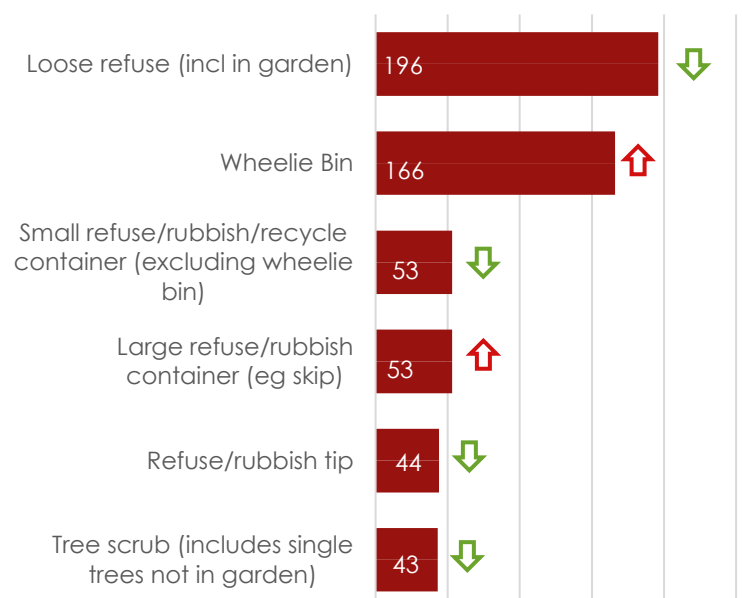
Deliberate Secondary Fires Time of Day



Deliberate Secondary Fires  
Top Wards



Deliberate Secondary Fires Top  
Property Types





Reducing risk to our community isn't just one organisation's responsibility. In North Tyneside, we work closely with a number of partner agencies including the North Tyneside Strategic Partnership to keep everyone safe.

Sadly, we report that one person has lost their life in an accidental dwelling fire in Q1. We have worked closely with partners to investigate the cause of this tragic incident and an internal case study has been carried out to identify any potential areas for improvement in how we target our resources to deliver prevention activities.

In Q2 we have reviewed our prevention activities with the aim of increasing smoke alarm ownership and Home Safety Check (HSC) delivery in areas of higher incidents of accidental dwelling fires.

'Operation Ignition' was a highly successful initiative during a week of targeted activity in September. The focus was on Chirton and Riverside Wards and following evaluation smoke alarm ownership has increased considerably. Also the number of successful HSCs in wards also identified as priorities for the North Tyneside Strategic Partnership to tackle areas of deprivation.

Year to date the Wallsend and Tynemouth Wards have recorded the highest number of accidental dwelling fires, both as a result of cooking or careless smoking related activity. In Q3, an initiative is planned for the end of October to target these wards to deliver HSCs and to increase alarm ownership.

One day per week, on a weekly basis in Q2, the Wallsend and Howdon Wards have been an area of focus in partnership with the Local Authority and Northumbria Police. The initial delivery has been to highlight areas of increased ASB and related fires. Initial evaluation has shown some reductions.

'Firestoppers' is being promoted during activities in North Tyneside. Leaflets are being delivered to occupiers, local businesses, shopping centres and schools to increase awareness of this scheme.

| North Tyneside |   |           |        |
|----------------|---|-----------|--------|
| Indicator      | Indicator Description   | Incidents | Target |
| LI01           | Number of deaths from accidental fires in dwellings                                     | 1         | 0      |
| LI02           | Number of deaths from all fires   | 1         | 0      |
| LI03           | Number of injuries from accidental fires in dwellings, excluding precautionary checks * | 3         | 3      |
| LI05           | Number of injuries from all fires   | 10        | 14     |
| LI08           | Number of accidental fires in dwellings   | 47        | 45     |
| LI09           | Number of accidental kitchen fires in dwellings   | 27        | 21     |
| LI10           | Number of accidental non kitchen fires in dwellings                                     | 20        | 19     |
| LI16           | Number of deliberate secondary fires  | 249       | 213    |
| LI18           | Number of deliberate refuse fires   | 158       | 126    |
| LI21           | Number of malicious false alarm calls attended  | 18        | 16     |
| LI22           | Number of false alarm calls due to automatic fire alarms from non domestic premises     | 87        | 89     |
| LI23           | Number of false alarm calls due to automatic fire detection from domestic premises      | 143       | 145    |
| LI24           | Total number of fire calls attended   | 448       | 409    |
| LI32           | Total number of incidents (recorded at time of call)                                    | 1075      | 965    |
| LI29           | Number of primary fires attended  | 135       | 136    |
| LI35           | Number of fires in a non domestic property  | 11        | 18     |

Target not achieved

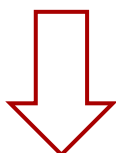
Target within 10%

Target achieved



## Fatalities

There has been one fire fatality (LI02) within the North Tyneside area. This was as a result of an accidental dwelling fire (LI01).



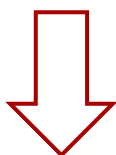
## Injuries

There has been a **29%** (4) reduction in the number of injuries from all fires (LI05). There has been a **40%** (2) increase in the number of injuries from accidental dwelling fires (LI03).



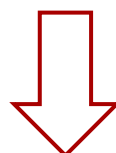
## Accidental Dwelling Fires

There were 47 accidental dwelling fires, a **4%** (2) increase on 2018/19 (LI08).



## Deliberate Secondary Fires

There were 249 deliberate secondary fires, a **2%** (5) reduction on 2018/19 (LI16).



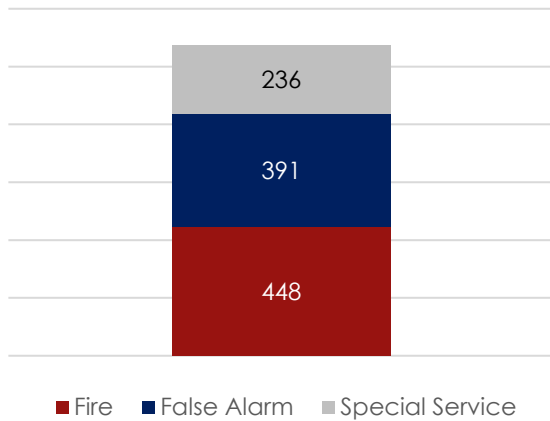
## False Alarms

AFA's from non domestic premises have decreased by **2%** (2) from the previous year (LI22).

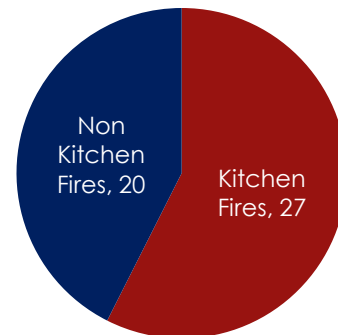
# District Performance North Tyneside

2019/20  
Q2

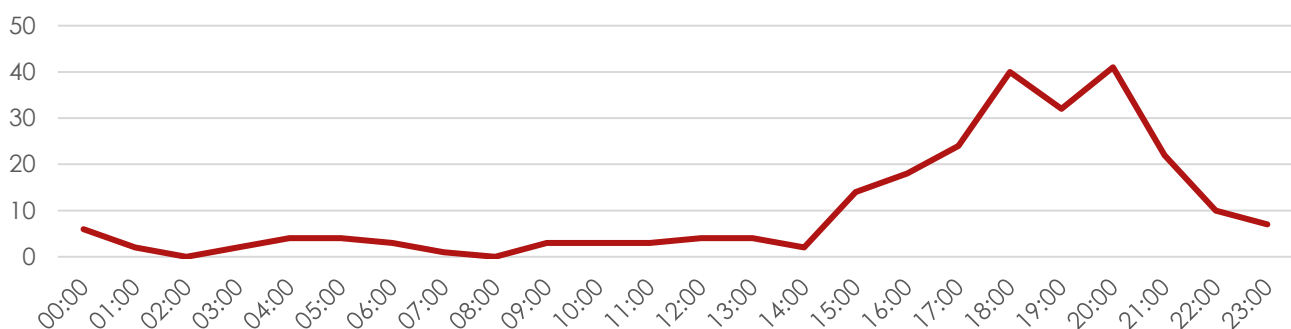
Incident Type



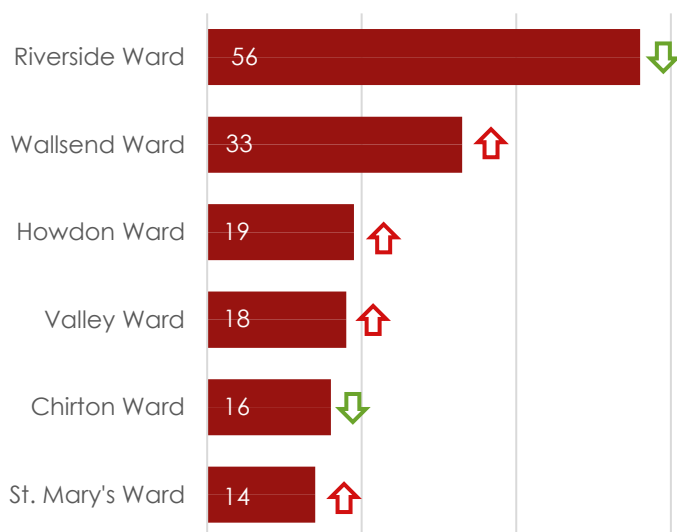
Accidental Dwelling Fire  
Room of Origin



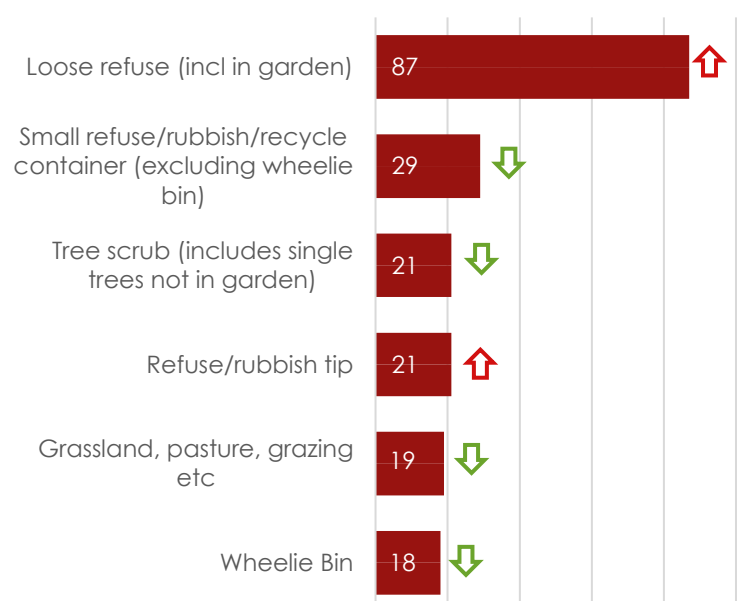
Deliberate Secondary Fires Time of Day

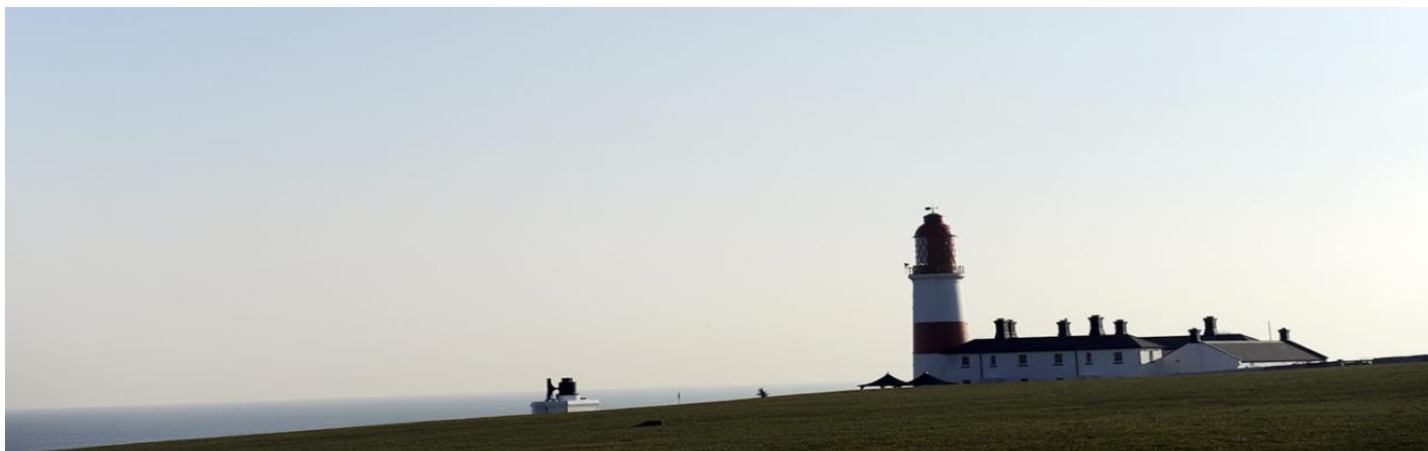


Deliberate Secondary Fires  
Top Wards



Deliberate Secondary Fires Top  
Property Types





We work very closely with our partners – including the NHS, the borough council, Police and many others – to improve safety in South Tyneside.

South Tyneside district has seen zero fire deaths and a pleasing reduction in a number of important indicators such as injuries, accidental dwelling fires, false alarms and deliberate secondary fires.

The wards with the most deliberate secondary fires, Boldon Colliery, Cleadon Park and Beacon and Bents have been targeted by staff in a proactive approach. Since June a Targeted Response Vehicles has been stationed at South Shields and has been visible around hotspot areas. Staff worked with Northumbria Police Neighbourhood Teams and local teams to identify and address issues in the area. This approach has proved successful in the Nook area of Cleadon Park ward.

Due to high levels of incidents in Boldon Colliery ward, crews and partners will be targeting Brockley Whins Metro station due to an increase in fires at that location by increasing patrols in the area.

A multi agency meeting has been arranged with all the head teachers of South Tyneside Comprehensive schools to look at ASB. Data about deliberate fire locations will be shared with schools with a view to engagement in assembly's and also promotion of Firestoppers.

Working with South Tyneside Council, the owners of the former Shipyard Hawthorn Leslie have complied with work requested resulting in a reduction in the number of incidents at the former Shipyard site.

'Operation Ignition' was an initiative that took place week commencing July 8<sup>th</sup> mainly in the Biddick and All Saints ward. The main focus of the initiative was Smoke Alarm ownership and the reduction in Accidental Dwelling Fires. During this initiative we targeted the most vulnerable people across the ward, increasing Fires Safety Awareness around the home and distributing Recipe for Disaster Leaflets across the community.

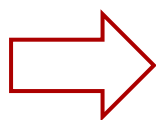
| South Tyneside |   |           |        |
|----------------|---|-----------|--------|
| Indicator      | Indicator Description   | Incidents | Target |
| LI01           | Number of deaths from accidental fires in dwellings                                     | 0         | 0      |
| LI02           | Number of deaths from all fires   | 0         | 0      |
| LI03           | Number of injuries from accidental fires in dwellings, excluding precautionary checks * | 0         | 2      |
| LI05           | Number of injuries from all fires   | 7         | 12     |
| LI08           | Number of accidental fires in dwellings   | 26        | 34     |
| LI09           | Number of accidental kitchen fires in dwellings   | 18        | 19     |
| LI10           | Number of accidental non kitchen fires in dwellings                                     | 8         | 16     |
| LI16           | Number of deliberate secondary fires  | 244       | 227    |
| LI18           | Number of deliberate refuse fires   | 107       | 123    |
| LI21           | Number of malicious false alarm calls attended  | 17        | 19     |
| LI22           | Number of false alarm calls due to automatic fire alarms from non domestic premises     | 83        | 94     |
| LI23           | Number of false alarm calls due to automatic fire detection from domestic premises      | 113       | 110    |
| LI24           | Total number of fire calls attended   | 409       | 393    |
| LI32           | Total number of incidents (recorded at time of call)                                    | 948       | 917    |
| LI29           | Number of primary fires attended  | 114       | 110    |
| LI35           | Number of fires in a non domestic property  | 17        | 12     |

Target not achieved

Target within 10%

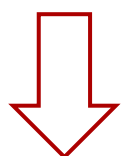
Target achieved





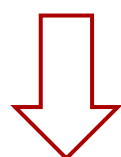
## Zero Fatalities

There has been no fire fatalities (LI02) within the South Tyneside area.



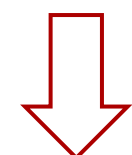
## Injuries

There has been a **42%** (5) reduction in the number of injuries from all fires in comparison to Q2 2018/19 (LI05). There has been a **100%** (5) reduction in the number of injuries from accidental dwelling fires (LI03).



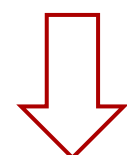
## Accidental Dwelling Fires

There were 26 accidental dwelling fires, a reduction of **24%** (8) on 2018/19 (LI08).



## Deliberate Secondary Fires

There were 244 deliberate secondary fires, a **2%** (5) reduction on 2018/19 (LI16).



## False Alarms

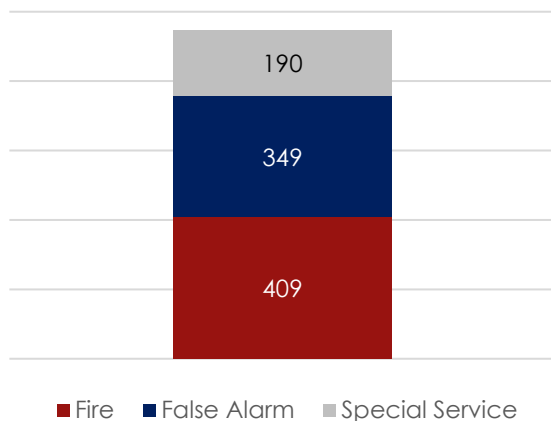
AFAs from non domestic premises have decreased by **12%** (11) from the previous year (LI22).

# District Performance

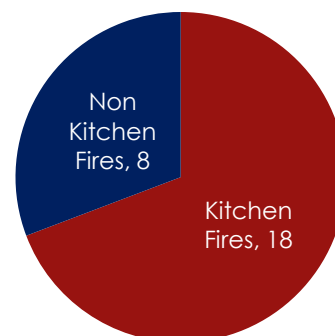
## South Tyneside

2019/20  
Q2

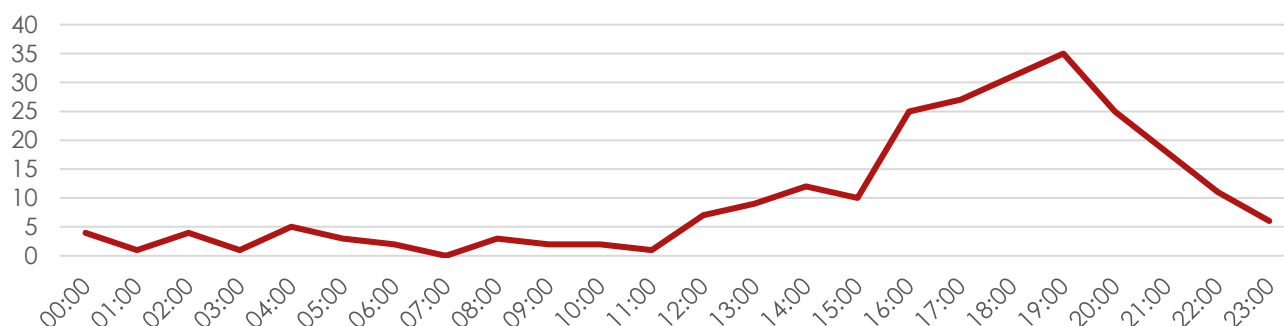
Incident Type



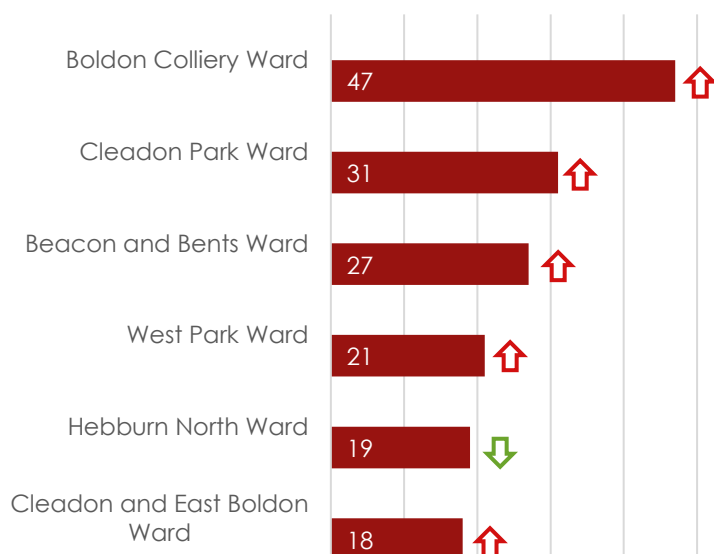
Accidental Dwelling Fire  
Room of Origin



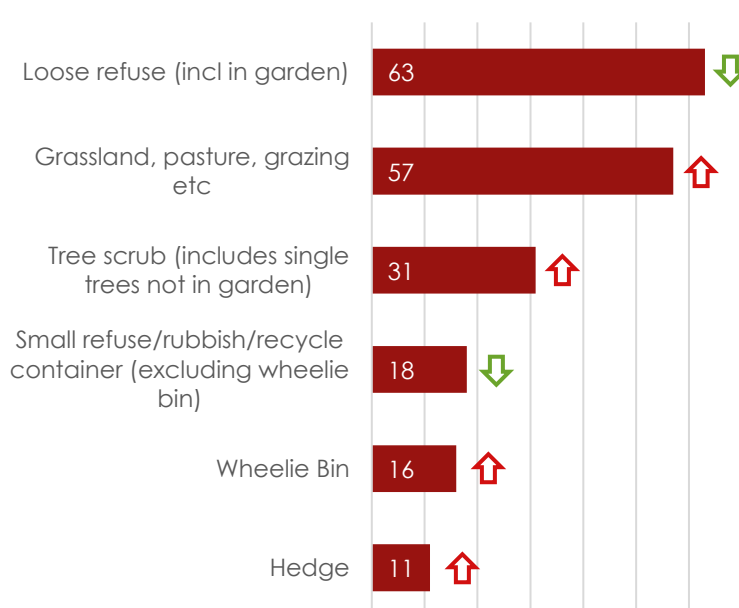
Deliberate Secondary Fires Time of Day



Deliberate Secondary Fires  
Top Wards



Deliberate Secondary Fires Top  
Property Types





To identify those who are most at risk from fire, we work closely with Sunderland City Council, the NHS, social services and other agencies to offer practical support to our residents.

Sunderland district has seen zero fire deaths, and can report a reduction in injuries and accidental dwelling fires from the previous year.

Although year to date Sunderland recorded an increase in deliberate secondary fires, Q2 saw a reduction in the number of incidents when compared to the same period last year.

Community Open Day held at Sunderland Central Fire Station used to address issues around deliberate fire reduction and how the use of the Community Hub as a diversionary activity with approximately 20-30 children of all ages using the Boxing Gym on a Wednesday and Friday is assisting in delivering community safety messages.

The Hetton ward continues to be problematic with fly tipping the main cause for concern, a multi agency meeting has been arranged to address the issues and look to using covert CCTV to identify offenders and to have permanent CCTV cameras fitted in the area.

Crews using reporting mechanism and working with Environment Health at Sunderland City Council have ensured repeat addresses storing excessive waste in backyards or gardens have been cleared, boarded up and secured.

Using deliberate fire reduction tours to identify empty properties and report to partner agencies to address, this has proven successful at the former Farrington Social Club site where intervention from crews has prevented serious fires at the location and with Neighbourhood teams have attended a school and discussed with individuals the severity of their actions.

Rainton Bridge crews continue to engage with Environmental Health in addressing issues at Hazard Lane, Frosterly Close and Easington Lane.

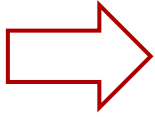
Crews at Marley Park attended a youth club at Aston House and Southwick Primary School delivering anti-social behaviour talks and creating links with youths in the area. Also in late August attended the Salvation Army Emergency Services day where Home Fire Safety advice was given, chip pan demonstrations and also an RTC demonstration.

| Sunderland |   |           |        |
|------------|---|-----------|--------|
| Indicator  | Indicator Description   | Incidents | Target |
| LI01       | Number of deaths from accidental fires in dwellings                                     | 0         | 0      |
| LI02       | Number of deaths from all fires   | 0         | 0      |
| LI03       | Number of injuries from accidental fires in dwellings, excluding precautionary checks * | 2         | 5      |
| LI05       | Number of injuries from all fires   | 16        | 17     |
| LI08       | Number of accidental fires in dwellings   | 55        | 59     |
| LI09       | Number of accidental kitchen fires in dwellings   | 28        | 32     |
| LI10       | Number of accidental non kitchen fires in dwellings                                     | 27        | 27     |
| LI16       | Number of deliberate secondary fires  | 871       | 730    |
| LI18       | Number of deliberate refuse fires   | 593       | 495    |
| LI21       | Number of malicious false alarm calls attended  | 33        | 26     |
| LI22       | Number of false alarm calls due to automatic fire alarms from non domestic premises     | 176       | 208    |
| LI23       | Number of false alarm calls due to automatic fire detection from domestic premises      | 301       | 246    |
| LI24       | Total number of fire calls attended   | 1245      | 1093   |
| LI32       | Total number of incidents (recorded at time of call)                                    | 2489      | 2184   |
| LI29       | Number of primary fires attended  | 265       | 261    |
| LI35       | Number of fires in a non domestic property  | 37        | 31     |

Target not achieved

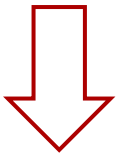
Target within 10%

Target achieved



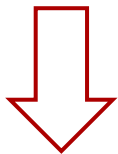
## Fatalities

There were no fire fatalities (LI02) within the Sunderland area.



## Injuries

A reduction of **6%** (1) in the number of injuries from all fires in comparison to Q2 2018/19 (LI05). There has been a **60%** (3) reduction in the number of injuries from accidental dwelling fires (LI03).



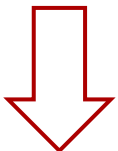
## Accidental Dwelling Fires

There were 55 accidental dwelling fires, a reduction of **7%** (4) on 2018/19 (LI08).



## Deliberate Secondary Fires

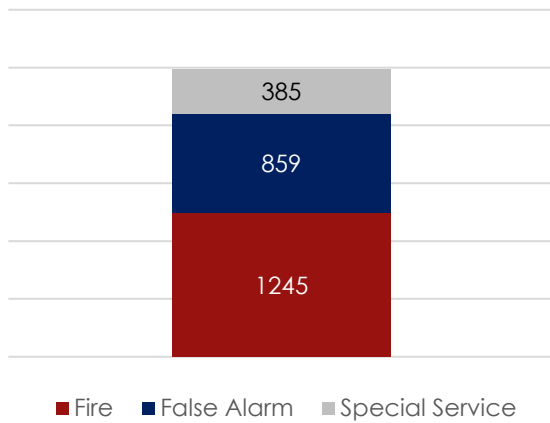
There were 871 deliberate secondary fires, a **17%** (125) increase on 2018/19 (LI16).



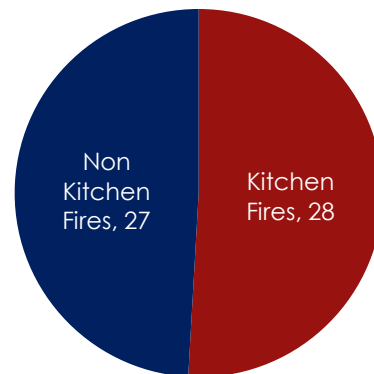
## False Alarms

AFA's from non domestic premises have decreased by **15%** (32) from the previous year (LI22).

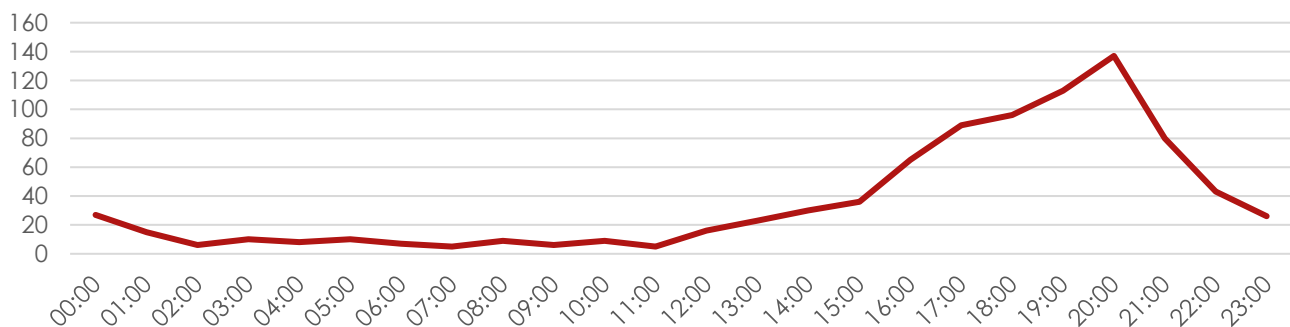
Incident Type



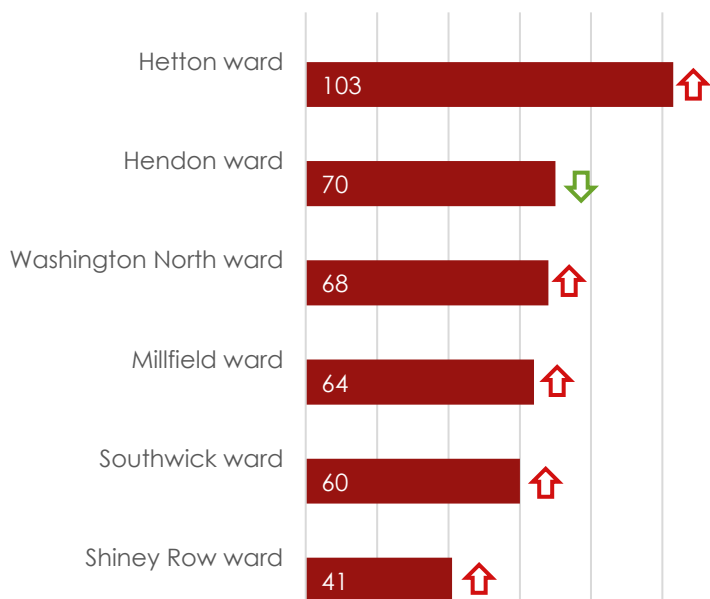
Accidental Dwelling Fire  
Room of Origin



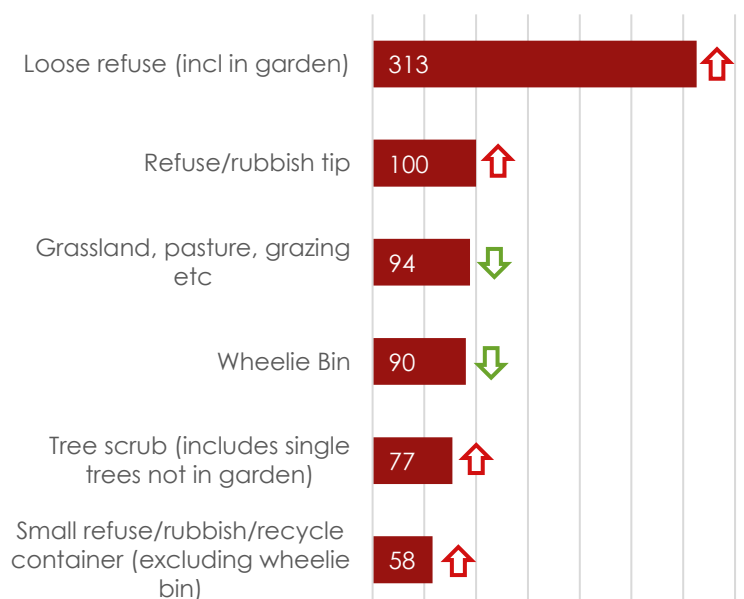
Deliberate Secondary Fires Time of Day



Deliberate Secondary Fires  
Top Wards



Deliberate Secondary Fires Top  
Property Types





## **Tyne and Wear Fire and Rescue Service**

*Creating the Safest Community*

| Data and Information Audit |            |
|----------------------------|------------|
| Data compiled by:          | PA         |
| Checked by:                | KR         |
| Data valid at:             | 09/10/2019 |
| Approved for Publication   |            |
| Approved by:               | JR         |
| Date Approved by:          | 19/10/2019 |

Further information regarding our services can be found on our website:

[www.twfire.gov.uk](http://www.twfire.gov.uk)





**TYNE AND WEAR FIRE AND RESCUE AUTHORITY**

**Item No.5**

**POLICY AND PERFORMANCE COMMITTEE: 25 NOVEMBER 2019**

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**SUBJECT: IMPROVEMENT & ASSESSMENT PLAN**

**JOINT REPORT OF THE CHIEF FIRE OFFICER/CHIEF EXECUTIVE (THE CLERK TO THE AUTHORITY), THE STRATEGIC FINANCE OFFICER AND THE PERSONNEL ADVISOR TO THE AUTHORITY**

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**1 INTRODUCTION**

- 1.1 This report provides Members with an update on the progress made against the Assessment and Improvement Plan (Appendix A).

**2 BACKGROUND**

- 2.1 Tyne and Wear Fire and Rescue Service (TWFRS) has a longstanding commitment to continuous improvement, welcomes feedback and seeks to learn from independent assessment.
- 2.2 The Assessment and Improvement Plan contains our strategic, crosscutting improvement actions from a range of sources. It does not replace any other strategic documents. It is a monitoring tool bringing improvement actions conveniently into one place.

**3 PROGRESS UPDATE**

- 3.1 Good progress has been made against the Improvement Plan. Since November 2018, the highlights and key updates are noted below:
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) conducted an inspection of the Service between December 2018 and February 2019. There are three pillars of inspection focussing on effectiveness, efficiency and leadership. Fire and Rescue Services are judged in the following categories: outstanding, good, requires improvement or inadequate. TWFRS were categorised as 'good' across all pillars of inspection.
  - Investors in People (IiP) conducted their 24 month review during April and May 2019, confirming the Service continues to be recognised as an IiP Gold organisation.
  - In July 2019, the Service achieved a Royal Society for the Prevention of Accidents (RoSPA) Gold Achievement Award.

- In July 2019, the Service achieved a North East Better Health at Work Silver Award.
- To note that the Stonewall Workplace Equality Index staff feedback survey was live during October 2019, and asked staff about their thoughts on lesbian, gay, bisexual, and transgender (LGBT) equality in the workplace.
- To note that the Services Employee Survey 2019, will be going live in November 2019, and analysis of outcomes will be shared with members.
- To note that in August 2018, the Services' Cyber Essentials accreditation was confirmed and we are currently in the process of refining our submission for 2019 with a view to submitting in November 2019.

#### **4 RISK MANAGEMENT**

- 4.1 The implementation of the Improvement Plan has been assessed as low risk as progress is being made on the improvement actions.

#### **5 FINANCIAL IMPLICATIONS**

- 5.1 The cost of the audits and assessment activities (detailed within the Assessment Plan) that result in improvement actions, are identified in the plan. These are contained within current budgets.

#### **6 EQUALITY AND FAIRNESS IMPLICATIONS**

- 6.1 There are no equality and fairness implications in respect of this report.

#### **7 HEALTH AND SAFETY IMPLICATIONS**

- 7.1 There are no health and safety implications in respect of this report.

#### **8 RECOMMENDATIONS**

- 8.1 The Authority is recommended to:
- a) Note the contents of this report
  - b) Receive further reports as appropriate.



# Assessment and Improvement Plan

2019/20

Date: November 2019



## Improvement Plan 2019/20

1. Tyne and Wear Fire and Rescue Service (TWFRS) has a longstanding commitment to continuous improvement and as part of this, welcomes and seeks to learn from independent assessment.
2. The new programme of inspections of Fire and Rescue Services in England by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) was implemented in 2018/19 and all 45 Fire and Rescue Services in England have now been inspected. Our inspection took place between December 2018 and February 2019. There are three pillars of inspection: effectiveness, efficiency and leadership. Fire and Rescue Services are judged in the following categories: outstanding, good, requires improvement or inadequate. TWFRS were categorised as 'good' across all pillars of inspection. A further full round of inspections will be undertaken in 2020/21.
3. This Improvement and Assessment Plan has two purposes:

**Section 1: The Assessment Plan** sets out the agreed mechanisms TWFRS will use to seek assessment of our progress. These will largely be independent although they may result from benchmarking or other exercises conducted by ourselves. This enables us to annually review the mechanisms that we will use, to ensure that our approach is proportionate. The HMICFRS inspection is included within the Assessment Plan.

**Section 2: The Improvement Plan** sets out the improvement actions, which have arisen through assessments or other, agreed routes, to allow progress against these to be regularly monitored by Members and the Executive Leadership Team (ELT). Actions as a result of Inspection will be noted in this plan.
4. The Improvement Plan contains only strategic, cross cutting improvement actions from a range of sources. It does not replace any other strategic document - it is a monitoring tool bringing improvement actions conveniently into one location.
5. It specifically does not include activities, which change the Service to align risk and available resources. These are contained within the Integrated Risk Management Plan (IRMP).
6. The Improvement Plan includes business continuity improvement but only those actions, which are classed as being more significant than a minor issue.
7. More detailed and lower level improvement actions will normally be managed through the departmental action plans of specific teams.

## Section 1: Assessment Plan

This section sets out the agreed mechanisms we will use to assess our progress. It also indicates, where appropriate, the level of improvement actions that will be included in the Improvement Plan for each mechanism. Shaded boxes indicate assessments planned for 2019/20.

| Audit / Self-Assessment  | Frequency and date of last assessment  | Future assessments   | Notes  | Level of actions to be included in Improvement Plan  | Costs   |
|--|--|--|--|--|---|
| <b>Annual Audit Letters (AAL)</b><br><br>(This is a statutory requirement)                     | Annual<br><br>2018/19 letter received 16th August 2019 and was reported to the Fire Authority at 16th September 2019 meeting | Commencing Spring 2020 with final letter expected in August 2020   | <p>The AAL comprises of two elements: audit of Fire Authority financial statements and the Value for Money (VFM) Conclusion</p> <p>The Statement of Accounts for 2019/20 must be closed by the statutory deadline of 31st May 2020 and be audited by 31st July 2020.</p> <p><b>Oct 2019</b> The Statement of Accounts for 2018/19 was closed by the new earlier statutory deadline of 31st May 2019 and was audited by 31st July 2019. The Authority achieved an unqualified audit opinion on both the Accounts and VFM judgement.</p> <p><b>Lead officer: Strategic Finance Manager</b></p>   | <b>All</b><br><br><i>NB the last seven Annual Audit Letters contained no substantive improvement actions for the Authority</i>   | £23,590 for 2018/19 plus an additional fee of £3,652 for McCloud / Sergeant pension work<br><br>£23,590 for 2019/20 in accordance with the PSAA Ltd tendering exercise. |
| <b>Internal Audit</b><br><br>(This is a statutory activity included in a local government SLA) | Annual risk based programme<br><br>Closing internal audit reported to Governance Committee on 29th July 2019 meeting         | New programme began April 2019.<br><br>Regular reviews provided to Governance Committee.<br><br>Next Governance Committee meeting 9th March 2020 | <p>Internal Audit is provided on an annual programme basis by Sunderland City Council. Internal Audit is required under good governance principles and is an integral part of internal control. The provision of this by a separate partner body provides additional independence and transparency.</p> <p>The March 2019 Governance Committee report included progress with 2018/19 audit and proposed Audit Programme for 2019/20.</p> <p><b>Oct 2019</b> During the 29th July meeting the final 2018/19 internal audit report was discussed. The audit provided sufficient assurance on internal control and no high risks were identified. The 23rd September meeting received substantial assurances on all audit</p> | <b>High, Significant and Medium</b><br>(Low risk, and observation will be actioned through departmental plans. All actions are reported to the Governance Committee by Internal Audit).<br><br><i>NB there were no high or significant risks in the last five years.</i> | £36,043 for 2018/19<br><br>£36,908 for 2019/20.   |

| Audit / Self-Assessment   | Frequency and date of last assessment        | Future assessments        | Notes  | Level of actions to be included in Improvement Plan           | Costs                               |
|---|--|---------------------------|--|---|-------------------------------------|
|   |  |                           | work completed so far in 2019/20.<br><br><b>Lead officer: CFO in conjunction with the Strategic Finance Manager</b>  |   |                                     |
| <b>Annual Governance Review (internal)</b><br><br>(This is a statutory requirement) | Annual<br><br>Last report completed May 2019 | Next report due May 2020  | <p>The Authority has a statutory duty to prepare an Annual Governance Statement. To prepare for this, a governance review is carried out using CIPFA good practice criteria. This must be included in the Statement of Accounts each year.</p> <p>The review is scrutinised by the Governance Committee and External Audit and subsequently approved by Authority</p> <p>The Authority continues to adopt the updated CIPFA principles in compiling its Annual Governance Statement, with the next annual report due in May 2020.</p> <p><b>Oct 2019</b> Self assessments will be sent to Department Heads in December 2019. Area Managers will complete assurance statements in January 2020.</p> <p><b>Lead officer: AM Strategy and Performance</b></p> | <b>Key actions agreed by Authority , based on review</b>      | No cost                             |
| <b>HMICFRS Inspection</b><br><br>(This is a statutory requirement)                  | December 2018 - February 2019                | 2020 date to be confirmed | <p>First inspection completed Autumn / Winter 2018/19. This resulted in TWFRAs being categorised as 'good' across all areas.</p> <p>An improvement action plan is in place to ensure areas for improvement are progressed, to assist in our continuous improvement journey.</p> <p><b>Lead officer: AM Strategy and Performance</b></p>  | <b>Key actions agreed by Authority based on review report</b> | No cost                             |
| <b>Investors in People (IiP)</b>  | Full Assessment Triennial                    | Full assessment 2020      | Voluntary process promoting and rewarding good practice in people management.  | <b>Key actions agreed by Authority based on review report</b> | Up to £11.5k fee per IiP assessment |

| Audit / Self-Assessment  | Frequency and date of last assessment  | Future assessments   | Notes  | Level of actions to be included in Improvement Plan                 | Costs  |
|--|--|--|--|---|--|
| (Non-statutory activity)   | 24 Month Review completed April/May 2019<br><br>Reaccreditation due March 2020 (subject to ELT approval) |  | <b>Apr/May 2019</b> 24 month review confirmed and the Service continues to be recognised as an liP Gold Organisation.<br><br>Re-assessment conducted March 2018. The Service retained its Gold status of the liP accreditation.<br><br><b>Lead officer: Strategic HR Manager</b>   |   | every 3 years plus £1800 annual fee for interim years. |
| <b>Your Views Count Employee Survey</b><br><br>(Non-statutory activity)  | Annually – last survey took place Nov 2017   | Autumn 2019  | This survey provides an ongoing account of staff satisfaction and is be completed annually and a report provided to ELT.<br><br>Survey last undertaken in November 2017, analysis, and forward plan approved by ELT in February 2018.<br><br><b>Oct 2019</b> The annual survey 2018 was deliberately not conducted as the HMICFRS inspection conducted their own staff survey, which provided a measure of progress (the survey closed 15 February 2019).<br><br>The staff survey in November 2019 will be based on the 2017 survey questions.<br><br><b>Lead officer: AM Strategy and Performance</b> | <b>Key actions agreed by ELT based on survey findings annually.</b> | Cost accommodated within existing budget.              |
| <b>Equality Peer Review (also known as the Fire &amp; Rescue Service Equality Framework)</b><br>(Non-statutory activity) | Triennial<br><br>Last completed June 2016  | To be removed from the plan as this review now forms part of the HMICFRS | <b>Oct 2019</b> To be removed from this plan as incorporated within HMICFRS.<br><br><b>Lead officer: Strategic HR Manager</b>  | <b>Key actions agreed by Authority based on review report</b>       | Incorporated within HMICFRS.                           |

| Audit / Self-Assessment  | Frequency and date of last assessment   | Future assessments                   | Notes   | Level of actions to be included in Improvement Plan   | Costs  |
|--|---|--------------------------------------|---|---|--|
| <b>Faculty of Occupational Medicines accreditation</b><br><br>(Non-statutory activity)                   | Not currently accredited  | Seeking accreditation during 2019/20 | <p>Voluntary accreditation scheme (SEQOHS- (Safe Effective Quality Occupational Health Service) for occupational health providers.</p> <p>Gap analysis has been undertaken and we are working towards attaining the accreditation this year.</p> <p>The expectation is to provide the evidence to SEQOHS and have the assessment completed and accreditation gained within 12 months.</p> <p><b>Oct 2019</b> Policies and procedures are being revised before evidence is submitted before end March 2020.</p> <p><b>Lead officer: Strategic HR Manager</b></p> | <p><b>Any key actions agreed by Authority based on review report.</b></p> <p><b>Other actions contained in departmental action plan of occupational health team</b></p> | <p>Annual Fees: Registration £1,000</p> <p>Assessment additional £1,000</p>                      |
| <b>The Royal Society for the Prevention of Accidents – (RoSPA Award)</b><br><br>(Non-statutory activity) | Periodic Gold award in 2018   | Next assessment due 2020             | <p>Voluntary activity supported by RoSPA to promote better health in the workplace</p> <p><b>Oct 2019</b> In June 2019, the Service submitted an 8500 word submission, which referenced 92 separate pieces of evidence and a range of accident, ill health and enforcement data.</p> <p>In July 2019, the Service was awarded a prestigious RoSPA Gold Achievement Award, in recognition of practices and achievements for health and safety.</p> <p><b>Lead officer: AM Strategy and Performance</b></p>   | <p><b>Key actions agreed by Authority based on assessment</b></p>   | <p>Annual Fee: RoSPA Award £455.00</p> <p>RoSPA Membership Fee £435.00</p> <p>Total: £890.00</p> |
| <b>Cyber Essentials (or Cyber Essentials Plus)</b><br><br>(Non-statutory activity)                       | Accreditation gained in August 2018 and annual assessments required to maintain accreditation | November 2019 and August 2020        | <p>Cyber Essentials certification is awarded based on a verified self-assessment to validate good practice towards Cyber security for the organisation.</p> <p>The Service achieved certification for the first time in August 2018. Re-Certification to maintain the award is an annual task.</p>  | <p><b>Key actions agreed by Authority based on assessment</b></p>   | <p>£300+ VAT annually</p>  |



| Audit / Self-Assessment  | Frequency and date of last assessment                                     | Future assessments                   | Notes  | Level of actions to be included in Improvement Plan               | Costs                          |
|--|---|--------------------------------------|--|---|--------------------------------|
|  |   |                                      | <p>As the standard changes slightly from year to year this may involve some minor alterations to our infrastructure, which should ensure we exceed the standard and are again awarded the Cyber Essentials certification.</p> <p>The Service is currently in the process of refining submission for 2019 with a view to submitting in November 2019.</p> <p><b>Sept 2018</b> Accreditation confirmed in August 2018.</p> <p><b>Lead officer: AM Strategy and Performance</b></p> |   |                                |
| <p><b>Stonewall Workplace Equality Index</b></p> <p>(Non-statutory activity)</p> | <p>Once a year</p> <p>2018 Completed, achieved 84<sup>th</sup> place.</p> | <p>September 2019 for submission</p> | <p>The index is a benchmarking tool to measure progress on LGBT inclusion within the workplace. This includes a self-assessment on 10 areas of employment policy and practice and the completion of a staff survey.</p> <p><b>Sept 2019</b> The 2019 self-assessment was submitted in September 2019. Results are due early January 2020. Annual membership fee has increased from £2000 to £2500.</p> <p><b>Lead Officer: Strategic HR Manager</b></p>                          | <p><b>Key actions agreed by Authority based on assessment</b></p> | <p>£2500 annual membership</p> |
| <p><b>North East Better Health at Work</b></p> <p>(Non-statutory activity)</p>   | <p>Annually</p> <p>July 2019</p>  | <p>July 2020</p>                     | <p>The Better Health at Work Award recognises the efforts of employers in the North East and Cumbria in addressing health issues within the workplace. There are four levels to the Award – Bronze, Silver, Gold and Continuing Excellence.</p> <p><b>Oct 2019</b> Silver Award achieved in July 2019. Currently working towards the Gold Award.</p> <p><b>Lead Officer: Strategic HR Manager</b></p>  | <p><b>Key actions agreed by Authority based on assessment</b></p> | <p>No cost</p>                 |

## Section 2: Improvement Plan

This section sets out the key improvement actions based on assessments as set out above. The Plan is updated every three months, monitored every six months by ELT and forms part of the annual review of corporate governance. *Due to the removal of completed actions, to ensure references are available the numbering of actions may not be consecutive.*

| Source   | Area for improvement                              | Specific action  | Lead officer                    | Target completion         | Progress   |
|--|---|--|---------------------------------|---------------------------|--|
| <b>HMICFRS Inspection</b><br><br>(This is a statutory requirement) | Effectiveness<br><br>Efficiency<br><br>Leadership | An action plan is in place to detailing areas for improvement to assist in our continuous improvement journey.<br><br>Each improvement action is supported by a Sponsor (Principal Officer), Lead Officer (Member of ELT) and Specialist Officer (Member of SLT) | CFO<br><br>ACO OD<br><br>ACO CS | April 2019-<br>April 2021 | <b>Oct 2019</b> Progress is managed via ELT and SLT. The Senior Management Group (SMG) meet on a quarterly basis to review progress and evidence, and this is quality assured by the Inspection Support Team.<br><br>The Inspection Improvement Plan is a working document and available to members on request.  |
| <b>Investors in people Indicator 1</b>                             | Leading and Inspiring People                      | There is scope to further develop measures, which demonstrate that levels of trust and confidence in leaders and managers are improving.   | ACO OD                          | May 2018                  | <b>Oct 2019</b> Regular CFO updates providing short topical messages e.g. HMICFRS preparation and outcomes and 'thank you' messages. <ul style="list-style-type: none"> <li>• Application of learning from the Lead programme and the opportunity to build on the newly developed working relationships within SMG as they tackled the inspection process collaboratively.</li> <li>• HMICFRS report specifically referenced the following:               <ul style="list-style-type: none"> <li>○ 'most staff praise the services culture, leadership and values'</li> <li>○ 'Staff awareness of leadership bond was found to be good'</li> <li>○ 'leadership team had become more visible, approachable and honest'</li> </ul> </li> <li>• Roll out of Performance Development Review (PDR) and the SMG are leading on the new approach.</li> <li>• Effective Performance Conversation workshops for managers advocating the new adult learning approach. Workshops involve ELT members as part of the debrief.</li> </ul> |

| Source                                 | Area for improvement                       | Specific action  | Lead officer | Target completion   | Progress  |
|--|--|--|--------------|---|---|
|  |  |  |              |   | <ul style="list-style-type: none"> <li>Oct 2018 SMG visits are complete and the findings have been compiled for review. The Leadership Bond will continue to be rolled out across the Service.</li> </ul> <p>April 2018 SMG have agreed a schedule of Employee Survey visits across Watches/teams to share results and highlight the way forward to action survey feedback. Topic of trust discussed as part of an ELT strategic planning event in Dec 17. Leadership and Management development activity through Engage 2018/2019 will focus on this topic.</p> <p>February 2018 Employee survey analysis undertaken and due to ELT in February 2018 October 2017 A new employee engagement survey has been designed to enable us to infer this type of information from the workforce. The survey and new action planning process (which will facilitate ownership for outcomes, action, and the communication of progress against these) will commence.</p> <p>Leadership Bond Behaviours 360 tool has been developed and undergoing testing. The roll out date is yet to be agreed.</p> |
| <b>Investors in people Indicator 5</b> | Recognising and Rewarding High Performance | Informal recognition from managers is sometimes infrequent or half-hearted: all managers should be encouraged to consider the impact of the words they use when engaging with staff. | ACO OD       | <p>Formal Recognition ongoing 2019</p> <p>Informal Recognition complete 2018.</p> | <p><b>Oct 2019</b> Roll out of the new PDR which the SMG are piloting</p> <ul style="list-style-type: none"> <li>Effective Performance Conversation workshops for managers, which include discussion and guidance on good practice for giving feedback.</li> <li>I3 profiling tool and 1-2-1 coaching with SMG and middle managers (over 70 coaching sessions held to date) to help develop a deeper level of self-awareness. A better level of self-awareness helps managers to make more considered choices and decisions in their actions and</li> </ul>   |

| Source | Area for improvement | Specific action | Lead officer | Target completion | Progress   |
|--------|----------------------|-----------------|--------------|-------------------|--|
|        |                      |                 |              |                   | <p>language. The tool has helped managers to understand how they will react in any given situation, and how their instinctive approach can either help or hinder actions and messages. With awareness raised of areas to be more aware of and exploration of who they can partner with to address this should impact on this particular action.</p> <p><b>Oct 2018</b> updates include:</p> <ul style="list-style-type: none"> <li>• The Employee survey feedback sessions have been completed.</li> <li>• Each SLT member has been allocated a Station to develop engagement</li> <li>• The PDR pilot is in the planning stages. April 2018 Reward and Recognition paper to be presented to ELT in May 2018.</li> </ul> <p><b>Complete</b></p> <p>1 - PDR re-design encourages managers to recognise work well done as well as how to feedback on areas for improvement. One of the main areas the service is addressing using the Achieve Management Development Programme, is to help current and aspiring managers to understand their role as a people manager. The programme has been developed to cover a set of core managerial skills as well as expressing clear expectations of the role of a manager. These expectations include giving and receiving feedback as well as the value of recognition. This is covered in the opening module (You and Your Development) and is reinforced throughout the remaining modules, as a tool and approach to getting the best from your people.</p> <p><b>Complete</b></p> <p>2 - Coaching as a Management Style module of Achieve also supports and encourages the value of recognising staff efforts, using a coaching approach and model.</p> |



## Completed Assessment Actions

| Audit / Self-Assessment                               | Frequency and date of last assessment                     | Future assessments                  | Notes   | Level of actions to be included in Improvement Plan        | Costs  |
|---|---|-------------------------------------|---|--|--|
| <b>PSN Compliance</b><br><br>(Non-statutory activity) | Frequency TBC. Audit not due until commencement of ESMCP. | Awaiting specific ESMCP timescales. | <p>There is no active progression towards PSN, only towards ESN which is wholly encompassed within ESMCP.</p> <p>There are ongoing discussions with IT Strategy as to whether the corporate network should be upgraded to PSN and its costs implication.</p> <p><b>ELT agreed to close Nov 2017.</b></p> <p><b><i>Lead officer: AM Service Delivery &amp; AM Strategy and Performance</i></b></p> | <b>Key actions agreed by Authority based on assessment</b> | <p>All costs likely to be within ESMCP costs. Ongoing revenue cost is as of yet unknown, and to be scoped out during ESMCP.</p> <p>Frequency TBC</p> |

## Completed Improvement Actions

| Source                        | Area for improvement   | Specific action   | Lead officer    | Target completion | Progress  |
|-------------------------------|--|---|-----------------|-------------------|---|
| Operational Assessment 2014   | 14. Leadership, Governance and Corporate Capacity  | 14a Decide on the strategic direction of wider partnership with the Health and Wellbeing agenda, including how to improve access to vulnerable people data to further enhance targeting of resources. | CFO             | October 2017      | Being addressed as part of Management and Organisation reviews.<br>A delegation has been approved for a temporary SM for 6 months to support the delivery of “fire as a health asset” agenda across all five local authority areas, through the delivery of safe and well checks. An update paper will be tabled at ELT July/ August 2017.<br><b>Oct 2017 – Action complete.</b> Health activity incorporated into the collaboration IRMP review. |
| Operational Assessment 2014   | 16. Health and Safety  | 16a Consider the introduction of senior accident investigators, and/or a regional approach to providing this level of investigative skill and knowledge.  | ACO OD / ACO CS | November 2017     | <b>Oct 2017 – Action to close</b> - After reviewing proposals there is no requirement for such a cohort, as we have the skill set within the Service. A paper that covers elements of investigation is going to ELT in February 2018 called the ‘Work related death protocol’.  |
| Internal Audit 2014           | 8. Strengthen Strengthen Payroll/HR procedures   | 7a Where attendance records include variations to pay relating to the person authorising the form, they should be countersigned.  | AM HR L&OD      |                   | The Process is in place following recommendation from audits.<br>Complete   |
|                               |  | 7b Complete review/amendment of Admin procedure 1-43 to reflect that AMs do not authorise overtime.   |                 |                   | Procedure amended (July 2015).<br>Complete  |
|                               |  | 7c Authorised signatory list should be reviewed to ensure it is appropriate and reflects current operations and staff.  |                 |                   | The list is reviewed regularly by the Payroll team in line with audit requirements.<br>Complete   |
| Annual Governance Review 2013 | 11. Ensure effective Corporate Governance of the Authority<br><i>Particularly in light of legislative change</i> | 11f Review Members’ learning programme  | AM HR L&OD      | October 2015      | Complete  |
| Annual Governance Review 2014 |  |   |                 |                   |   |
| Annual Governance Review 2014 |  | 11g Review and update the Whistleblowing and Fraud and Corruption policies to ensure compliance with new guidance   |                 | December 2014     | Complete  |

| Source  | Area for improvement                              | Specific action  | Lead officer                | Target completion        | Progress   |
|---|---|--|-----------------------------|--------------------------|--|
| Employee Survey<br>December 2014  | 12. Staff Engagement and Communication            | 12a Improvement actions identified will be addressed in the Staff Engagement and Communication Strategy  | AM Strategy and Performance | April 2016               | Complete   |
| Corporate Governance and Internal Control Arrangements<br>Action Plan 2015/16 | 13. Internal Control                              | 13a Review the Officer Delegation Scheme   | CFO / Authority Chair       | April 2016               | Complete   |
| Operational Assessment 2014   | 14. Leadership, Governance and Corporate Capacity | 14b Consider the benefits of formalising the Authority's involvement in longer term corporate planning at an earlier stage.  | Chair / Vice Chair          | January 2016             | FA Members involved in Strategic Planning Process and development of IRMP actions/ideas. Complete.   |
|   |   | 14c Consider formalising the role and responsibilities of a Chief Fire Officer position to better reflect existing Member-Officer arrangements and relationships operating in other Fire and Rescue Authorities. | Chair / Vice Chair          | January 2016             | Being addressed as part of Management and Organisation reviews. Complete.  |
|   |   | 14e Review the provision of FDOs and better utilise the capacity of Day Duty station managers  | ACO CS                      | April 2017               | Being addressed as part of Management and Organisation reviews. Complete – New FDO rota implemented as part of OMR with SMs now an integral element.                       |
|   |   | 14d Review the first and second call command arrangements to better reflect Gold (strategic) and Silver (tactical) resourcing.   | CFO                         | January 2017             | Addressed as part of Management and Organisation reviews. Complete.  |
| Operational Assessment 2014   | 15. Community Risk Management and Prevention      | 15a Explore greater use of volunteers as part of the longer term community safety strategy.  | AM CS / AM SD               | December 2015            | Completed  |
| External Audit 2016   | Voluntary Severance Scheme                        | The Voluntary Severance Scheme is to be updated to clarify specifically what has been delegated to the Chief Fire Officer  | CFO / ACO OD                | Implemented October 2016 | We agree that in the interest of openness and transparency, Members should be made aware of the full costs when they receive future requests to approve early retirements, |



| Source                      | Area for improvement                         | Specific action  | Lead officer                                | Target completion | Progress  |
|-----------------------------|--|--|---|-------------------|---|
|                             |  | <p>and what requires Authority approval.</p> <p>The Scheme of Delegation for the Chief Fire Officer should be updated to include specific approval for delegations agreed under the Voluntary Severance Scheme.</p> <p>When the Authority considers early retirements in the future, which include an element where a decision has been taken under delegated powers by the Chief Fire Officer, the report should include full costs and where necessary, the justification / rationale for any additional payments, so that a decision can be taken in the knowledge of all relevant information.</p> |   |                   | <p>including the reasons for any payments. The Voluntary Severance Scheme will be updated through Authority to clarify specifically what has been delegated to the Chief Fire Officer which in turn will update the Scheme of Delegation.</p>   |
| Operational Assessment 2014 | 15. Community Risk Management and Prevention | 15b Continue to explore ways of improving data sharing protocols to enhance the targeting of the most vulnerable in community.   | AM CS / AM SD / AM Strategy and Performance | November 2017     | <p>Information sharing protocol and Information sharing agreements have been developed and partner consultation is taking place.</p> <p>Sept 2018 - Completed</p> <p>April 2018 - the data sharing group has had its second meeting and is progressing. The target completion date will need to be extended however. TWFRS procurement of O365 should assist with the group.</p> <p>Oct 2017- Action complete, with further work to be reflected in departmental plans The North East Data Sharing Group has been set up with the initial meeting taking place on the 3<sup>rd</sup> Oct. The group is chaired by GM Risk and is hosted by the D&amp;I team who identified the need to have consistent and appropriate data sharing agreements across local authorities and police.</p> |

| Source                   | Area for improvement  | Specific action  | Lead officer   | Target completion                       | Progress  |
|--------------------------|---|--|--|---|---|
| Annual Governance Review | <p>11. Ensure effective Corporate Governance of the Authority</p> <p><i>Particularly in light of legislative change</i></p> | 11c Review the Standing orders and financial regulations to take account of organisational changes | ACO OD Strategic Finance Manager and Deputy Monitoring Officer | <p>August 2017</p> <p>February 2018</p> | <p>Oct 2018 - Completed as confirmed by Dennis Napier.</p> <p>April 2018 - In progress. Revised draft documents received from Sunderland Legal Services</p> <p>Feb 2018 - Ongoing</p> <p>Oct 2017 - SLA Review with Sunderland Council to include Section 151 officer and PCC roles. These will be considered by Sunderland Legal and the SLA with be updated to reflect the changes.</p> <p>Sunderland CC currently considering changes to requirement for PCC representation on full Authority and changes to finance officer role.</p> |