Annual Report
2013

Tyne and Wear Fire and Rescue Service

Creating the Safest Community

www.twfire.gov.uk

Alternative Formats

We understand that people have different needs. This plan is available in alternative formats upon request. For further details contact 0191 444 1500.

Tyne and Wear Fire and Rescue Authority
Creating the Safest Community

INTRODUCTION

Welcome to Tyne and Wear Fire and Rescue Service's Annual Report for 2012/13. As always, we have produced this report to let you know how we did during 2012/13, how much we spent and what we spent it on. This document also meets a new requirement placed on us by Government as part of the Fire and Rescue National Framework 2012, to prepare an annual Statement of Assurance:

'Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance'.

One of the principal aims of the annual report is to provide an accessible way in which communities, Government, local authorities and our partners may make a valid assessment of our performance.

We set targets to enable us to monitor our performance enabling us to achieve our vision of 'creating the safest community'. By monitoring

our performance we are able to see how we are progressing towards achieving our strategic goals.

2012/13 was a good year for performance. We attended almost 15,000 incidents and maintained our average response time of just 5 minutes. For the first year ever in Tyne and Wear no one lost their life in an accidental house fire – we believe we are the only metropolitan fire and rescue service to have achieved this to date. We also achieved a 35% reduction in deliberate fires and a 12% reduction in primary (property) fires recording our lowest ever figures. More details about our performance are set out in the report.

Under the Government's Spending Review we are facing significant reductions in the grant we receive from the Government. This creates a huge challenge in continuing to tackle community risk with fewer resources. Although this will be difficult, our committed workforce will continue to focus upon positive outcomes for the communities we serve.

This report has been prepared to provide you with assurance on our finances, governance and operations throughout 2012/13 and as always we would welcome your comments. Instructions on how to contact us are in Section 13.

Councillor Tom Wright
Chairman

Tom Capeling
Chief Fire Officer

Tyne and Wear Fire and Rescue Authority
Creating the Safest Community

OUR VISION AND PURPOSE

Our vision for the community will be achieved by providing the people of Tyne and Wear with the services they need, to the highest possible standard. Our vision statement is:
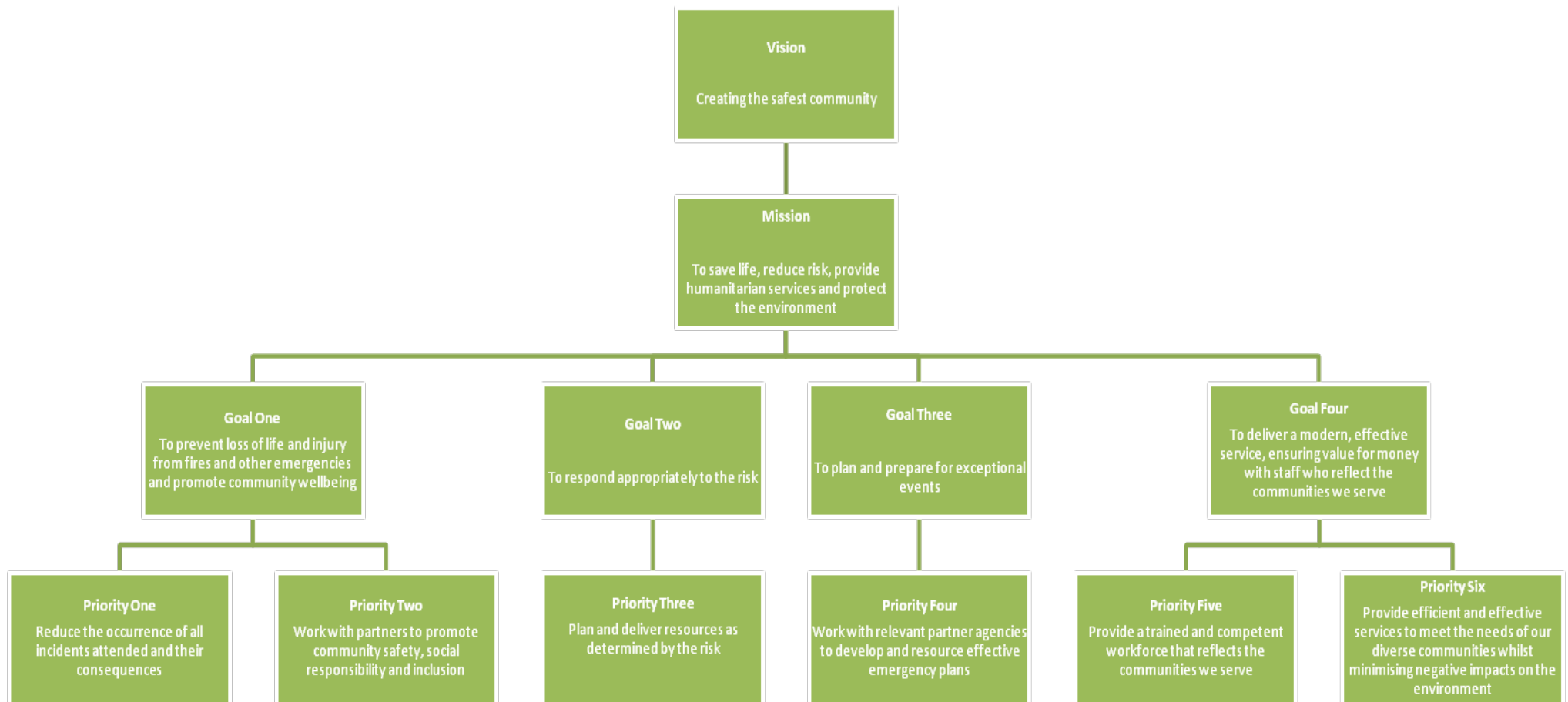
"Creating the safest community"

To enable us to achieve this vision, we have a mission:

"To save life, reduce risk, provide humanitarian services and protect the environment"

We have four goals which support the achievement of our vision and mission and these are underpinned by six priorities which are aligned to the needs of our communities.

The following diagram demonstrates the link from our vision to our goals and priorities.

Vision

Creating the safest community

Mission

To save life, reduce risk, provide humanitarian services and protect the environment

Goal One

To prevent loss of life and injury from fires and other emergencies and promote community wellbeing

Goal Two

To respond appropriately to the risk

Goal Three

To plan and prepare for exceptional events

Goal Four

To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve

Priority One

Reduce the occurrence of all incidents attended and their consequences

Priority Two

Work with partners to promote community safety, social responsibility and inclusion

Priority Three

Plan and deliver resources as determined by the risk

Priority Four

Work with relevant partner agencies to develop and resource effective emergency plans

Priority Five

Provide a trained and competent workforce that reflects the communities we serve

Priority Six

Provide efficient and effective services to meet the needs of our diverse communities whilst minimising negative impacts on the environment

Tyne and Wear Fire and Rescue Authority
Creating the Safest Community

To achieve our vision we must ensure that the services we provide:

- are **well managed** - employees are expected to manage the areas for which they are responsible within budget

- aim for **excellence in service provision** taking account of stakeholders' views

- work **in effective partnership** with the communities it represents, and external organisations.

We also recognise that all employees need to have a clear understanding about our working practices, and the core values required for long term success.

Everyone within the Authority has a responsibility for ensuring these values are implemented and upheld:

Core Values

We value service to the community by:
- working with all groups to reduce risk
- treating everyone fairly and with respect
- being answerable to those we serve
- striving for excellence

We value improvement at all levels of the Service by:
- accepting responsibility for our performance
- being open minded
- considering criticism thoughtfully
- learning from our experience
- consulting others

We value all our employees by practising and promoting:
- fairness and respect
- recognition of merit
- honesty, integrity and mutual trust
- personal development
- co-operative and inclusive working

We value diversity in the Service and community by:
- treating everyone fairly and with respect
- providing varying solutions for different needs and expectations
- promoting equal opportunities in employment within the Service
- challenging prejudice and discrimination

We are committed to diversity and equality. Our policies and procedures are continually reviewed to promote equality of opportunity and treatment for everyone and we were recently successful in achieving the Fire and Rescue Service Equality Framework 'excellent' standard. This award demonstrates our commitment to employing a diverse workforce to ensure we reflect the communities we serve.

Tyne and Wear Fire and Rescue Authority
Creating the Safest Community

GOVERNANCE ARRANGEMENTS

Tyne and Wear Fire and Rescue Authority is the local government organisation created under the Local Government Act 1985 to oversee the activities of Tyne and Wear Fire and Rescue Service (TWFRS).

It has statutory responsibilities laid down in legislation including the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004, Regulatory Reform (Fire Safety) Order 2005, Local Government Act 1999, Localism Act 2011 and the Fire and rescue National Framework for England 2012, to provide an effective, economic and efficient fire and rescue service.

The Authority comprises 16 elected members, nominated by the five constituent councils of Tyne and Wear.

Chairman, **Cllr Tom Wright**
Sunderland City Council
Labour

Vice Chairman, **Cllr Nick Forbes**
Newcastle City Council
Labour

GATESHEAD	NEWCASTLE	NORTH TYNESIDE	SOUTH TYNESIDE	SUNDERLAND
Cllr Peter Mole Labour	**Cllr David Stockdale** Labour	**Cllr John Harrison** Labour	**Cllr Joanne Bell** Labour	**Cllr Margaret Forbes** Conservative
Cllr Christopher Ord Lib Dem	**Cllr Robert Renton** Lib Dem	**Cllr Shirley Mortimer** Conservative	**Cllr Eddie McAtominey** Labour	**Cllr Neville Padgett** Labour
Cllr **Gary Haley** Labour	**Cllr Hazel Stephenson** Labour	**Cllr Carole Gambling** Labour		**Cllr Bob Price** Labour

To enable us to carry out our duties effectively, we have a number of committees:

- Human Resources Committee
- Policy and Performance Committee
- Governance Committee
- Appointments Committee
- Disciplinary Appeals Committee
- Personnel Appeals Sub-Committee
- Emergency Sub-Committee
- Standards Committee

The roles and responsibilities of all Members and Officers are clearly defined and documented, with clear delegation arrangements and protocols for effective communication:

- Standing Orders and Financial Regulations are in place and these set out how the Authority operates and how decisions are made, including a clear Delegation Scheme.

- The Standing Orders and Delegation Scheme indicates responsibilities for functions and sets out how decisions are made.

- A system of scrutiny is in place which allows the Governance Committee to:

  - review and/or scrutinise decisions made or actions taken in connection with the

discharge of any of the Authority's functions;

- make reports and/or recommendations to the full Authority and/or the Strategic Management Team in connection with the discharge of any functions;

- consider any matter affecting the Authority; and

- exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Authority and/or Strategic Management Team.

For further information regarding Tyne and Wear Fire and Rescue Authority, please visit our website: www.twfire.gov.uk.

Corporate Governance Framework

We have a Corporate Governance Framework in place which is aims to ensure we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

We are responsible for ensuring that we conduct our business in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used appropriately.

We have a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way we function, with particular regard to a combination of economy, efficiency and effectiveness.

As part of this liability, we are responsible for putting in place proper arrangements for the governance of our affairs, facilitating the effective exercise of our functions, including arrangements for the management of risk.

The Corporate Governance Framework primarily includes systems and processes which we use to direct and control our activities and engagement with the community. It also enables us to monitor the achievement of our strategic objectives and to consider whether these objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control

is based on an on-going process designed to identify and prioritise the risks to the achievement of our policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

We adopted a Local Code of Corporate Governance in 2003 which was revised and updated in 2010 and is reviewed annually. The Code ensures that we comply with recommended practice and maintain high standards of conduct.

Any breaches of the Code are reported to the Authority's Monitoring Officer who will determine whether the complaint should be investigated and if so by whom.

The framework is based upon the following six core principles:

- Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area

- Members and officers working together to achieve a common purpose with clearly defined functions and roles

- Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

- Developing the capacity and capability of members and officers to be effective

- Engaging with local people and other stakeholders to ensure robust public accountability.

Review of Effectiveness

We are responsible for conducting, at least annually, a review of the effectiveness of the Corporate Governance Framework including the system of internal control. The review of effectiveness is informed by feedback from Members and the work of all senior managers who have responsibility for the development and maintenance of the governance environment, the Internal Audit Annual Report, and also by comments made by the external auditors and other review agencies and inspectorates.

Our Annual Governance Statement 2012/13 based on the annual review of effectiveness,

was agreed by our Governance Committee on 24th June 2013. The papers include:

- Annual Governance Review report
- Local Code of Corporate Governance
- Annual Governance Statement 2012-13
- Action plan

These documents can be found on our website www.twfire.gov.uk.

MANAGEMENT OF CORPORATE RISK

TWFRS policy on risk management is to ensure the successful delivery of our corporate goals through the effective management of threats by identifying, prioritising, controlling and monitoring threats to ensure they are eliminated or reduced to an acceptable level.

The key objectives that underpin our risk management policy are to:

- Develop, implement and review our risk management framework and process
- Promote effective risk management at all levels of the organisation
- Encourage an appropriate risk culture and develop resources for risk management within TWFRS e.g. training and education
- Co-ordinate other departments that are involved in specific aspects of risk management and manage responses where risks impact on more than one area, e.g. security, business continuity, health and safety
- Report, escalate and communicate risk management issues to key stakeholders
- Provide assurance regarding risk management within TWFRS
- Take advantage of opportunities
- Anticipate changing social, environmental and legislative requirements.

The Corporate Risk Management Group (CRMG) is essential to the effectiveness of the risk management process. The group is chaired by the Chair of the Fire Authority and comprises of senior managers from each of the Authority's functions. The group develop strategy to manage those issues raised in the Corporate Risk Profile and develop, implement, monitor and review action plans to minimise corporate strategic risks.

At the time of publication of the Annual Report, the top five corporate risks were:

- Failure to effectively and safely deploy and manage operational staff and resources at incidents leading to staff and public being exposed to unnecessary risks

- Risk that spending and/or policy decisions of one of our partners has a negative impact on our collaborative work and therefore a detrimental impact on the communities that we serve

- Risk that a spending decision of one of our partners has a detrimental impact on the delivery of some of our services, e.g. Safetyworks, Phoenix, and Prince's Trust etc.

- Risk that further budget cuts will mean that we have to make decisions that will detrimentally affect the delivery of front line services from 2014/15

- Inability to continue diversification of the workforce year on year results in the Authority not realising the benefits in terms of service delivery and community engagement and missed targets.

BUSINESS CONTINUITY MANAGEMENT AND RESILIENCE

The Service has fully reviewed its Business Continuity Management (BCM) arrangements to align with the British Standard for Business Continuity - BS25999. We received confirmation of certification in January 2013 following independent verification by the British Standards Institute (BSI). We are the first fire and rescue service to achieve BS25999 accreditation for all aspects of our service.

The independent assessment confirmed the adequacy and effectiveness of the controls applied to our operational activities, along with the effective implementation of risk reduction that safeguards the interests of our stakeholders.

Throughout the assessment, the Service demonstrated that we have the necessary resilience to deal with periods of disruption to our normal operations. It was also recognised that lessons learnt through experience and planned exercising were incorporated into the BCM system ensuring we are better prepared for future disruptions.

We are actively engaged with the Northumbria Local Resilience Forum (NLRF) and work collaboratively with our partners on various areas of business continuity planning, e.g. National Fuel Shortages, Pandemic Influenza, and Severe Weather etc.

Local resilience planning is also supported by the Government's National Resilience Programme via the National Resilience Assurance Team (NRAT). This has enabled us to take an active role in national resilience exercise planning, be well informed and to be able to share and collaborate on National Resilience issues.

OUR SERVICES TO THE COMMUNITY

Last year we carried out over 30,000 home safety checks (HSC) in Tyne and Wear and over the same period we responded to just under 15,000 emergency calls. Our focus sees prevention and protection being as important as response and this has helped us to drive down fires over a number of years, keeping the community safer.

Our approach to delivering services is strongly risk based. We work hard to understand community risk and this informs our day to day work (such as targeting Home Safety Checks at those most vulnerable), or when we make changes to the Service through the Integrated Risk Management Plan (see section 9).

Prevention

We believe the most effective way to save lives, reduce injuries and other losses through fire and other emergencies is to reduce the number of incidents that occur. This is done by focusing on risk reduction for vulnerable people and by raising awareness of risk with the wider community.

Accidental fires in the home are the main cause of fire deaths and we do all we can to reduce these fatalities. Our Community Safety teams work to educate people about what they can do to protect themselves from fire. We do this by:

- Delivering Home Safety Checks - where firefighters or our partners visit people in their homes to give advice on fire safety and fitting smoke alarms

- Working with a range of partners both formally and informally to ensure the safety and protection of our community. This enables us to reach and protect people we know are most at risk from fires. We are currently working with partners to promote and support the use of domestic sprinklers

- Educating people at a young age about the dangers of fire, how they can protect themselves and the consequences of making hoax calls

- Reducing fires started deliberately. We have specialist staff to tackle fire setting behaviour by young people and work with partners to reduce fire related crime.

Protection

Our Fire Safety team is dedicated to the statutory provision of fire safety in all premises other than single private dwellings.

The team enforces the provisions of the Regulatory Reform (Fire Safety) Order 2005, a piece of legislation which applies to virtually any premises other than a domestic one. This legislation is commonly known as the Fire Safety Order and places the duty on the Responsible Person ensuring a safe property for persons.

The Fire Safety team help us meet the Authority's statutory duty by carrying out a risk based inspection programme of all premises covered by the Fire Safety Order throughout the five local authority areas in Tyne and Wear. This ensures that premises presenting the highest risk and lowest compliance are audited and inspected more frequently than those considered to be of a lower risk and higher compliance.

Advice on fire safety in the workplace is also provided. Employers are responsible for ensuring staff know what to do, to prevent a fire in the workplace and how to escape if a fire does occur.

Responding to emergencies

Despite all the work our Fire Safety and Community Safety teams undertake, we acknowledge that emergencies will still occur and that we must respond to them.

We do not just deal with fires. Our skilled firefighters are provided with the training and equipment to deal with a huge range of incidents and rescues. This enables them to deal with fires and road traffic collisions on a daily basis. Other incidents we attend include rescues, dealing with the consequences of flooding, making buildings safe and dealing with chemical and other hazardous materials.

Whether fighting fires, performing rescues, carrying out humanitarian services or protecting the environment, our firefighters are supported by highly trained and skilled control room staff who coordinate the response to all incidents, as well as providing expert advice and guidance to the public in emergency situations.

On 28 June 2012, Tyne and Wear Fire and Rescue Service received more than 1,000 calls between 15:00 hours and midnight when severe flooding hit the region.

Incidents varied from the rescue of numerous families from their homes in Gateshead using the Emergency Rescue Boat (ERB), to the Swift Water Rescue Team rescuing people from their cars stranded in flood water on the 'central motorway' in Newcastle. Vast amounts of water were pumped out of a building that housed IT server equipment that was critical for the mobilisation of other emergency services throughout the country.

Although five fire stations suffered flooding, the Service had robust arrangements in place which ensured that the public still received the highest level of emergency rescue during this one in a hundred years event.

Mutual aid

Tyne and Wear Fire and Rescue Authority have mutual aid arrangements in place with our neighbouring fire and rescue authorities in Northumberland and Durham and Darlington. This means we offer each other support in specific circumstances including very large incidents.

National Resilience

The National Resilience programme is an essential part of Government arrangements to protect the national infrastructure in the event of catastrophic incidents. It has provided us with Mass Decontamination Modules, a High Volume Pumping Unit, Urban Search and Rescue (USAR) and a Detection Identification and Monitoring (DIM) capability, all of which enhance our ability to respond to major emergencies such as terrorist attacks, industrial and domestic accidents and natural disasters.

These services are delivered by our operational response staff who are based at 17 strategically located community fire stations throughout the Tyne and Wear area. 15 of these stations are staffed by whole-time duty system (full time) crews, one station by retained duty system (part time) crews and another by day crewing close call (DCCC- alternating day and night shift) staffing.

More information regarding the Service structure and our people is available on our website: www.twfire.gov.uk.

Collaboration with Partners

Partners help us deliver our services and achieve our vision of 'creating the safest community'. An example of this is our collaboration with South Tyneside Homes whose gas fitters are required to check the gas appliances in their housing stock each year. By training these gas fitters to carry out HSCs they are able to carry these out on our behalf at the same time. In 2012/13 South Tyneside Homes delivered a total of 18,153 HSCs ensuring vulnerable people in South Tyneside are safer in their homes.

Operational Assurance

Every organisation aims to improve the way it operates, whether that means increasing its efficiency, managing risk more effectively or improving upon delivery of its service.

In addition to this, the Health & Safety Guidance Document, HSG 65 'Successful Health & Safety Management' states that organisations should have suitable monitoring systems in place to provide information to individuals, line managers and system owners in order to feedback and influence decision making processes.

Our Operational Assurance process underpins the application of the Safe Person Concept and contributes towards 'creating the safest community' and the safety of firefighters. This includes regular performance and review of all aspects of operational performance throughout the FRS. The review process seeks to validate the information gathered on operational performance at incidents and training events, verifying and measuring the level of compliance with Standard Operating Procedures and Incident Management Systems.

Staff from across the Service participate in this process which also includes learning from incidents which occurred in other fire and rescue services, including learning from notices issued to these Services by the Health and Safety Executive or Coroner.

OUR PLANS

In order to effectively deliver our services, we have developed a number of high level plans and strategies that direct and support the work of our individual functions.

The highest level plan is the Strategic Community Safety Plan 2011–2015, this Plan is combined with our Integrated Risk Management Plan and sets out the planned inputs, outputs and outcomes in relation to each of the key areas of Service. In doing this, it defines our contribution towards driving down risk to the public of Tyne and Wear. In essence it sets out our:

- medium term priorities

- methods to drive down risk and deliver services effectively

- actions for the year ahead, and

- performance targets and indicators.

Our other key documents include:

- Value for Money Framework

- Capital Strategy and Asset Management Plan

- Improvement Plan

- HR Strategy

- Learning & Development Delivery Strategy

- Medium Term Financial Strategy (MTFS)

- Corporate Procurement Strategy

- Equality Strategy

Further details of all of these documents can be found on our website: www.twfire.gov.uk.

Consulting on our Plans

We recognise the need to seek the views, opinions and involvement of others in the delivery of our services. Where appropriate, this includes employees, Authority Members, members of the public, other stakeholders and community groups.

A formal Consultation Policy sets out how we will engage with our stakeholders and consult on the issues which affect them. This will provide us with information at the beginning of the decision-making process, enabling this information to influence our plans and strategies.

LAST YEAR'S PERFORMANCE

This section highlights what we set out to deliver in our Strategic Community Safety Plan and District Plans and how well we performed against these key objectives and targets.

Our performance is divided into two sections in order to provide a comprehensive overview based on national and local priorities:

SERVICE LED PRIORITIES:

These reflect the Service led performance indicators as defined by the Government. Although these are no longer reported nationally, they are used as a priority by fire and rescue services and allow continuity of performance reporting.

A primary fire is a fire that involves buildings, vehicles and/or injuries. All other types of fire are classified as secondary fires.

Number of primary fires and related fatalities and non-fatal casualties:

- Number of primary fires **(LI 29)**
- Number of fatalities due to primary fires **(LI 2)**
- Number of injuries due to primary fires **(LI 5)**

Arson Incidents:

- Number of deliberate fires **(LI 33)**
- Number of deliberate secondary fires **(LI 16)**

LOCAL PRIORITIES

These are our local priorities based on previous performance and the goals of the Service.

Emergency Response:

- Number of injuries from accidental dwelling fires **(LI 4)**
- Number of accidental fires in dwellings **(LI 8)**
- Number of malicious false alarm calls attended **(LI 21)**
- Number of false alarms due to automatic fire detection from non-domestic properties **(LI 22)**.

SERVICE LED PRIORITIES

The chart below shows the reduction that we have seen in primary fires over the last five years. 2012/13 saw primary fires **reduce by 12%** when compared to the previous year. For the first time ever TWFRS has recorded zero accidental fire deaths, we also recorded 4 less fire related injuries than the previous year.
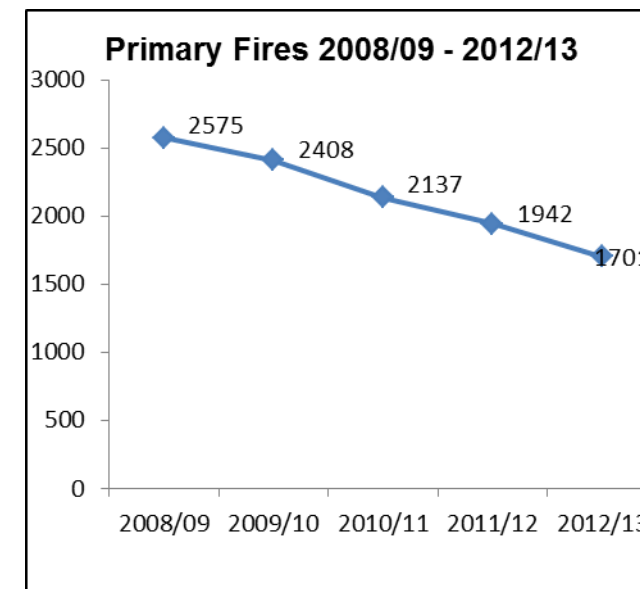
There were 3,807 deliberate fires in 2012/13, **2,203 fewer** than the previous year. Deliberate secondary fires also saw a reduction of 2,014 during the same period.

Various factors, such as the weather (rainfall), deliberate fire reduction campaigns (e.g. Lighter Nights / Darker Nights) and on-going partnership work on diversionary activities will have all contributed to this reduction.

This positive performance reflects the impact that our preventative work is having and shows the progress we are making towards our vision of creating the safest community.

Further details on our performance can be found in Appendix A at the end of this report. This shows our progress against the targets set out in our Strategic Community Safety Plan.

LOCAL PRIORITIES

Accidental Fires in the Home

Although we aim to reduce all incident types, the reduction in the number of accidental fires in the home is a priority for us reflecting the delivery of HSC which aim to reduce incidents and related injuries.

In 2012/13 we attended 589 accidental fires in the home, 2.6% more than the previous year, which had been is the lowest number of such incidents we have historically reported. At the same time we recorded 181 injuries from accidental fires in the home this was 4 less than the previous year.

70 of the 181 injuries resulted in the casualty being admitted to hospital however only 11 were classified as serious.

Accidental fires in the home and related injuries 2008/09 - 2012/13

Year	Accidental dwelling fires	Injuries from accidental fires in dwellings
2008/09	706	182
2009/10	710	169
2010/11	649	182
2011/12	574	185
2012/13	589	181
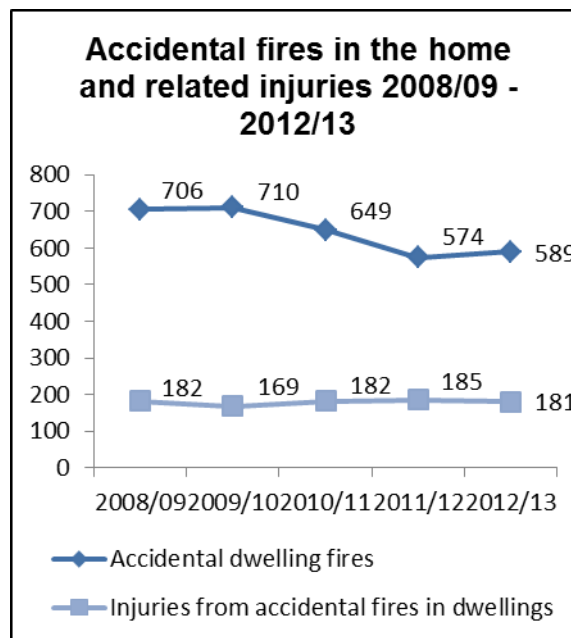
Sources of Ignition

The following table highlights the key sources of ignition that contribute to the number of attendees to accidental house fires.

Source of Ignition	
Cooker	233
Electricity Supply - Wiring/cables/plugs	50
Grill/toaster	27
Smoking materials	46
Other domestic appliances	98
Microwave oven	21
Candles	22
Heating/fire	14
Ring hot plate	3
Deep fat fryer	5
Other	70
All sources	**589**

The main source of ignition continues to be from a cooker, supporting the number of attendance to accidental kitchen fires (accidental kitchen fires were responsible for 61% of all accidental dwelling fires in 2012/13). The table above also highlights that a large proportion of such incidents are caused by electricity (including, wiring, cables and plugs) and careless use of smoking materials. These areas of concern are all addressed during a HSC. 18,425 HSCs were undertaken by operational crews in 2012/13 and more were carried out by our local social housing partners and care at home providers who have been trained to carry out these checks on our behalf.

FALSE ALARM CALLS

Malicious False Alarms

We attended 268 malicious false alarm calls during 2012/13, a slight increase of 8 from the previous year (260), which was the lowest number we have historically recorded for any year. A call is defined as malicious when it is made with the intent of getting us to attend a non-existent event (both fire and special service). The Call Challenge procedure continues to be applied and school education programmes continue to emphasise the consequences of hoax calls.

False Alarms due to Automatic Fire Detection from Non Domestic Properties

During 2012/13 we attended 2,671 false alarms due to automatic fire detection from non-domestic properties. A non-domestic premise can be classified as a non-residential property, for example a public building, hospital, school and factory.

This reflects our despatch to an address as a result of a call being activated by automatic fire detection equipment or fixed fire fighting equipment. Our performance for 2012/13 showed a 14% reduction on the previous year. Hospitals and medical care centres continue to be the main premises type for these incidents accounting for over 17% of the total. Our Fire

Safety teams continue to work with occupiers of non-domestic properties to drive down the occurrence of false alarms.

The following table highlights the top ten non domestic properties

False Alarms to Non Domestic Property	
Hospitals and medical care centres	461
Education	448
Retail	370
Offices and call centres	257
Industrial manufacturing	183
Residential home	141
Entertainment and culture	132
Student hall of residence	123
Food and drink	107
Sporting venues	87

This chart demonstrates our improvements regarding this indicator over the last five years.

False alarms due to automatice fire detection from non domestic properties
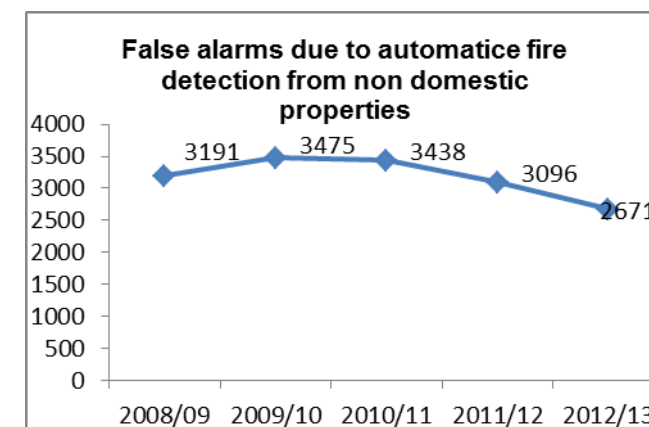
FURTHER PERFORMANCE HIGHLIGHTS IN 2012/13

Over the last year TWFRS has achieved significant success in major areas of performance, reporting generally positive performance in our priority indicators, in particular the achievement of zero accidental fire deaths. However we have also achieved significant reductions in other fire related incidents thus complementing our priority indicators.

Our performance for 2012/13 is further supported by the key outcomes highlighted below:

- 16% reduction in the total number of incidents attended

- A 32% reduction in all fire calls

- 20% fewer fires in non-domestic properties

Performance Action Groups (PAG), which address performance at a district and Service level continue to meet to monitor performance and identify areas for improvement by directing resources and establishing priorities. The reductions highlighted above are supported by the work of the PAG which manages the effective delivery of initiatives and projects. The

impact of this work is supported through the delivery of HSCs.

In addition to attending fires we also deal with a wide range of incidents including: road traffic collisions, trapped people, trapped animals, floods, and chemical spills. In the past year we have recorded a 5% increase in the number of special services attended when compared to the previous year, this was mainly due to an increase in the amount of flooding incidents attended (50% more than 2011/12).

We recognise that a number of indicators have a close relationship with each other and impact on their performance. The following sections will focus on some of the key relationships.

DELIBERATE SECONDARY AND REFUSE FIRES

In 2012/13 we recorded 3159 deliberate secondary fires, a reduction of 16 on the previous year. This reduction is less than in previous years but it still demonstrates positive performance. Through reducing these incidents we aim to reduce anti-social behaviour and create safer communities.

A relationship between the number of such incidents and deliberate refuse (wheelie bins, skips and rubbish) fires is particularly evident and the smaller reduction can be partially attributed to a 5.6% increase in the number of deliberate refuse fires that we have attended.

We continue to work with local authorities to implement a number of initiatives in order to reduce the number of these incidents by removing potential sources of ignition. Further work included working through the local Safer Neighbourhoods Action Panels (SNAPs), primarily with the Police and local authorities. It also included intelligence sharing and providing information on properties at risk, securing voids and uplifting abandoned vehicles. There was also engagement with the local community, secondary schools and Youth Offending Services to tackle issues regarding anti-social behaviour and deliberate fire setting.

The following graph shows our progress in reducing deliberate secondary fires and the link with deliberate refuse fires.

Deliberate Secondary Fires versus Refuse Fires Started Deliberately
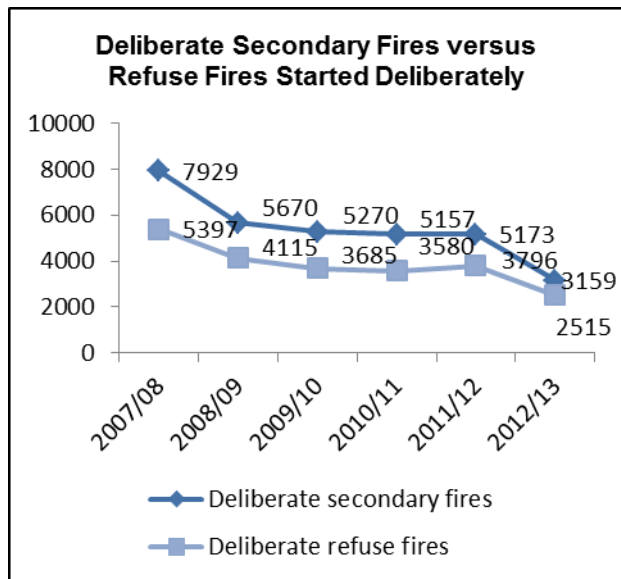
In order to reduce the number of these fires it is important that we know when these incidents occur. As you can see in the graph below there is a particular trend demonstrating when these incidents are more likely to occur. Between the months of December and February we historically attend the least number.

November is one of our busiest months for these incidents, highlighting the impact the bonfire period has on our services. However a peak during the months of March and April of previous years have led to a number of 'Lighter Nights' campaigns being run across the Service targeting specific areas where deliberate secondary fires are increasing during these months.
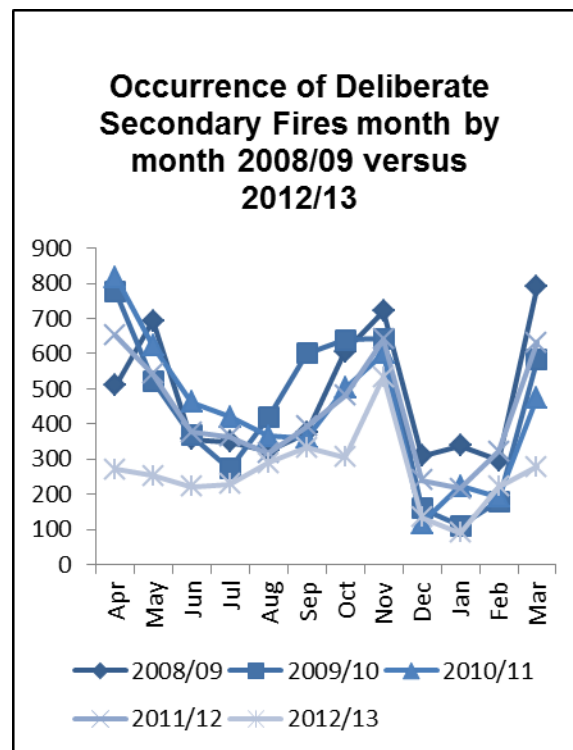
FALSE ALARM CALLS

We attended 2,671 false alarm calls due to automatic fire alarms from non-domestic premises by the end of 2012/13, reflecting a reduction of 14% when compared against the same period in 2011/12. False alarm calls result from a call being activated by a person or automatic fire detection equipment or fixed fire fighting equipment.

Responding to false alarms does not offer value for money and it diverts resources that could otherwise be used at incidents or delivering community safety activities. Our Fire Safety teams continue to work with partners and property owners with a view to further reducing occurrences of these incidents.

One of the main factors for reducing our attendance at false alarms has been the successful introduction of call challenge procedures. This procedure sees partners filtering monitored fire alarm actuations in their properties during agreed times. This work has resulted in a significant reduction in the number of appliances responding to automatic false alarm.

To maintain the reduction in the number of deliberate secondary fires we will continue to be actively engaged in targeted activities to reduce incidents of anti-social behaviour related fires in hotspot areas.

OTHER INCIDENTS

We deal with a range of other incidents beyond fire, and have made significant changes over recent years in order to adapt to local and national risks. The table highlights the range of special service incidents that we have attended over the last five years.

Over the last five years the number of special service calls has reduced by 10%, although attendance at incidents, as highlighted above, can be determined by a number of factors outside our control, including extreme weather conditions. This is evident through the increase in the number of incidents attended involving flooding and road traffic collisions (RTC).

As part of the Fire and Rescue Services Act 2004 each fire and rescue service has to ensure that it will undertake the rescue and protection of people in the event of a RTC in its area. The graph demonstrates the overall reduction in our attendance to RTC incidents over the last five years.

Service Rendered	2008/09	2009/10	2010/11	2011/12	2012/13
Total	**2,461**	**2,333**	**2,379**	**2,108**	**2,212**
Road traffic collisions	466	382	353	370	387
Animal rescue	102	93	109	124	95
Effecting entry	75	165	162	142	192
Making safe	163	102	253	114	87
Flooding	177	211	155	116	319
Lift rescue	213	221	177	197	194
Leaks and spillages	212	90	90	70	58
Rescue or release of people	354	167	287	175	99
No service rendered (call with good intent)	359	515	488	351	309
Other*	340	387	305	449	472

* Includes removal of hazardous material and co-responding to a medical incident

Road Traffic Collisions: persons rescued, make vehicle safe and no assistance
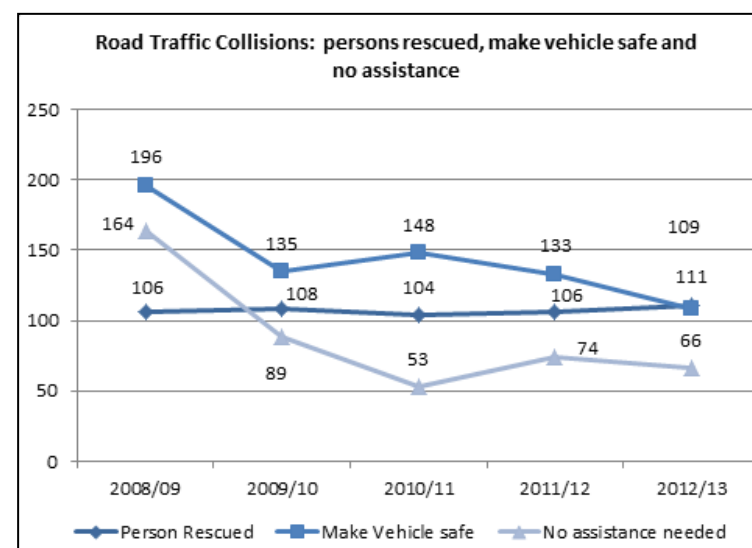
In 2012/13 we attended 17% fewer RTC than we did in 2008/09. Of those we attended the requirement to rescue persons from their vehicle remains fairly static but there has been a 44% reduction in the number of incidents where we were required to make the vehicle safe and there were 60% less incidents where we attended but our assistance was not required

Further information relating to our performance against target (as set out in our Strategic Community Safety Plan) and previous performance is available within Appendix A.

WHAT OTHERS SAY

External Auditors acknowledge that our performance continues to improve and recommend we:

- continue to improve performance through a range of improvement activities and evaluation to target specific risks

- continue to improve understanding of performance and risk through partnership working to develop realistic targets and strengthen accountability at a local level.

We commission an on-going 'After the Incident Survey' which seeks the views of those who have used our services. The latest results of this survey recorded overall satisfaction scores of 100% with regard to the services we provide at domestic incidents and 96% for the services provided at non-domestic incidents.

Our Other Achievements

We have been successful in achieving several awards and accreditations in the last year. These include:

- ROSPA Gold accreditation for the eighth consecutive year
- Accreditation to British Standard 25999 for Business Continuity across all areas of the Service. We are the first Fire and Rescue Authority nationally to achieve accreditation to this standard

- Achievement of 'excellent' status under the Fire and Rescue Service Equality Framework, assessed through peer review

- Achievement of 28th place in the Stonewall Top 100 Employers Workplace Equality Index

- Better Health at Work Silver Award

- CIPD Diversity and Inclusion Award for the Disability Employee Advisory Group.

PERFORMANCE IMPROVEMENT

Through the delivery of our goals, priorities, strategies and plans we are able to ensure that our front line services work towards our overall vision and mission. However, it is through our frameworks and processes that we ensure the services we provide are monitored and scrutinised to provide continuous improvement.

The framework highlighted below demonstrates how we monitor, evaluate and deliver improvement to our communities.
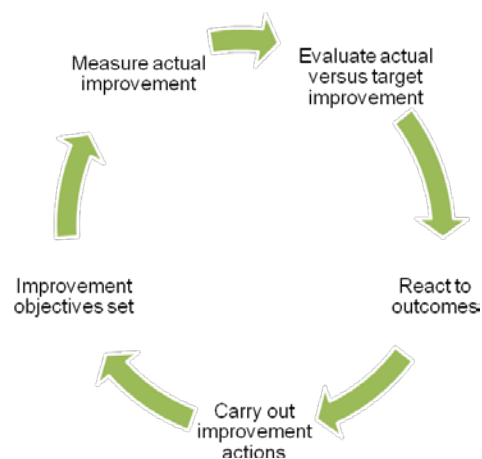
Performance Improvement Framework

The stages of the Performance Improvement Framework are:

- **Improvement priorities and targets are set**
  On an annual basis we review our current objectives and look for evidence of improvements against these objectives. As a result of this process we establish priorities for monitoring throughout the year.

- **Measure actual improvement**
  We have developed our own Performance Management System in order to measure the improvement and progress of performance throughout the year. The Performance Management System enables us to measure and monitor specific improvements in each of our five districts and 17 stations. Through the use of real time data we are able to measure our performance more effectively.

- **Evaluate actual versus target improvement**
  The Performance Management System supports us in monitoring performance on a daily basis and reporting it on a quarterly basis. The performance improvement process allows for the reports and actions to be scrutinised and evaluated to ensure targets and outcomes are being delivered in order to achieve continuous improvement. Our district and station managers increase the effectiveness of performance management in our Service Delivery function.

- **React to outcomes**
  Improved communications enable us to pass on our actions and outcomes more effectively. A structured monitoring and review process allows us to share our messages and actions more clearly and efficiently. This process is enhanced through team briefings, management meetings and performance action groups.

- **Carry out improvement actions**
  Our structure enables the effective management of improvement actions; driving accountability for our improvement actions to the various management levels within the Authority. Improvement actions include preventative work for example, carrying out HSCs.

The performance improvement process enables us to ensure that the framework is implemented successfully. Despite great success in our performance over recent years we recognise that we cannot be complacent and we are committed to further improvement through innovative working and exploring further partnerships.

Improvement opportunities also arise as a result of audits, internal reviews, consultation activities and external accreditations. The learning and improvement actions from such activities are included on an organisation wide Improvement Plan which is regularly monitored and reported.

INTEGRATED RISK MANAGEMENT PLAN

Our Strategic Community Safety Plan and Integrated Risk Management Plans are now combined. Producing a single document is clearer and more efficient, and ensures that our plans are clearly linked to an understanding of risk.

The specific IRMP actions that were delivered as part of our Strategic Community Safety Plan in 2012/13 were:

- **Back Office and Management Structures**
  Following a number of reviews in recent years to redesign services and determine future resource requirements, the revised arrangements were implemented on 1st January 2013. This has resulted in a more efficient and cost effective structure to support our service delivery.

- **Review of Fire Safety (Protection and Technical) activities**
  The review of our Protection and Technical activities in 2011 sought to ensure that we have the most efficient model for delivering fire safety and to seek a reduction in the number of fires, fire-related deaths and injuries, through the effective enforcement of fire safety legislation. The review recommended the introduction of an intelligence based risk inspection programme, a shift of fire safety workload to station based crews and a reduction in the size of the specialist team. These recommendations were implemented during 2012/13.

- **Review of Staffing Profiles**
  A review of the current staffing profiles was undertaken to ascertain whether arrangements can be made more efficient through greater flexibility. This included consideration of the flexible duty officer system, ridership factor and flexibility within shifts.

  In April 2013, Gateshead South Community Fire Station in Birtley became the first in Tyne and Wear to move to day crewing close call (DCCC) manning. This was a result of the review and means that the crews have 24 hour shift periods instead of alternating between day-shift (9 hours) and night-shift (15 hours). DCCC crews have purpose built accommodation and remain on station on-call to respond to emergencies for their whole shift.

- **Review of Aerial Ladder Platform Provision and Crewing**
  An Aerial Ladder Platform (ALP) has the capability of reaching floors in buildings which are higher than the ladders carried on our fire appliances can reach. They are used either to provide a high platform from which firefighters can fight a fire, or to enable firefighters to gain access to high places. The review of ALP provision and its crewing resulted in the retention of all three ALPs, with crewing arrangements for the ALPs at Gateshead and Sunderland brought in line with all other Special Appliances within Tyne and Wear through the implementation of Dual Staffing. This was implemented in August 2012.

- **Review of Mobilising**
  The Fire Services Act 2004 states that each fire and rescue service must provide effective arrangements for dealing with calls for the assistance of the fire service in cases of emergency and for summoning members of the Service.

  Our Control is staffed 24 hours a day, 365 days a year and deals with all emergency fire service call handling and subsequent mobilising of the appropriate appliances, equipment and personnel throughout Tyne and Wear. They maintain continuous communication links with appliances and crews providing dynamic support and information as required to assist in dealing with incidents successfully.

Following a fundamental review of the staffing and systems required to deliver an effective mobilising function our new 'state of the art' Control and Mobilising Complex will open within our Service Headquarters in Autumn 2013.

An additional set of IRMP reviews were introduced for 2013-16 and commenced in April 2013, these include:

- **Review of Fire Cover Response Model**
  A fundamental review of the number, type and deployment of appliances within Tyne and Wear based on actual and projected risk of all incident types and consideration of new technologies.

- **Review Diversionary Activities**
  A review in collaboration with partners to consider how diversion fits with community priorities and existing diversionary activities in order to develop a clear future strategy.

- **Build on Staffing Flexibility**
  Further development of flexibility options including the consideration of swap a shift, the potential for annualised hours and the possibility of including station managers within the flexi rota.

- **Review Cleaning and Catering**
  As the only back office functions not yet subject to review the cleaning and catering functions will undergo a full Value for Money review.

- **Consider the Business Case for Setting Up a Trading Company**
  Exploration of the potential for using commercial income to offset more of the cost of service delivery.

IRMP Consultation

The original IRMP actions were subject to consultation with a range of stakeholders including members of the public, local strategic partners, ward councillors, MPs, local businesses, partner organisations and representative bodies. This consultation was undertaken over a twelve week consultation period and included focus groups, presentations and surveys (supported by summary documentation) thereby encouraging active and informed participation.

The results of the consultation were presented to the Fire Authority at its meeting of 28th February 2011, and are available on our website; they include outline public views on the current IRMP reviews of Response and Diversionary Activities.

However, we will also be carrying out further detailed public and staff consultation on these areas of potential change, once the reviews are completed in the Autumn of 2013.

Any changes to the service agreed by the Authority following this period of consultation, will be incorporated in a revised and updated Strategic Community Safety Plan rolling us forward from 2011-15 to 2014-18.

HOW WE MEET THE REQUIREMENTS OF THE NATIONAL FRAMEWORK

We believe that this Annual Report, along with other documents referred to and signposted in it, demonstrates how TWFRA meets the requirements of the Fire and Rescue National Framework. These are summarised overleaf.

Requirement	How this is met
Produce an IRMP that identifies and assesses all foreseeable risk	• Strategic Community Safety Plan and IRMP
The Plan must demonstrate how prevention, protection and response will be used to mitigate the impact of risk	• Policies and procedures to implement Plan, including targeting
Work with communities to identify and protect them from risk	• Specific IRMP reviews including evidence base
IRMP should set out the management strategy and risk based programme for enforcing the Regulatory Reform order	• Detailed risk data used in decision making eg FSEC, Workload Modelling, MOSAIC
Make provision to respond to incidents and reflect this in IRMPs	
(Accountability) IRMP must be accessible, available, reflect consultation, cover a three year time span and be reviewed and revised as often as necessary; reflect up to date risk analysis and evaluation of community outcomes	• Community Engagement strategy • Monitoring of performance by Performance Action Group and Policy and Performance Committee to ensure risk is being mitigated *NB although it is not possible to include all risk data in a published document we are revising the risk section of the Strategic Community Safety Plan and IRMP during 2013-14 to enhance its compliance with the new Framework*
Have effective business continuity arrangements	• BS25999 accreditation 2013
Collaborate with other FRAs, other emergency services and LRFs to deliver interoperability	• Mutual aid agreements • Local Resilience Forum structures, roles, plans, procedures, exercising records etc. See Northumbria LRF website at

Requirement	How this is met
	http://www.northumberland.gov.uk/Default.aspx?page=8179 • Common systems for Command and Control with Northumberland FRA
Engage with the Fire and Rescue Strategic Resilience Board (SRB) to support discussions and decision making on national resilience	• Policies and procedures relating to local and national risks
Risk assessments must include analysis of any gaps between existing capability and that needed for national resilience, and these must be highlighted to the SRB	• Engagement in Chief Fire Officers Association (CFOA) groups relating to resilience
(Assurance) Work collectively and with Strategic Resilience Board to provide assurance that risks are assessed, gaps identified and that resilience capabilities are fit for purpose, and any new capabilities are procured, maintained and managed in the most cost effective manner	• As above plus independent assessment via National Resilience Advisory Team (NRAT) audits • External audit of financial systems and value for money
Work in partnership with their communities and a wide range of partners locally and nationally	• Strategic Community Safety Plan and IRMP • Policies and procedures to implement Plan, including targeting • Delivery coterminous with Council boundaries • Engagement in statutory and non-statutory partnerships (Partnerships Register, reports and structures of partnership bodies)
(Scrutiny) FRAs must hold the Chief Fire Officer to account and have arrangements in place to ensure their decisions are open to scrutiny	• Corporate Governance Framework • Standing Orders • Annual review of Governance • Authority minutes

Requirement	How this is met
FRAs must make their communities aware of how they can access data and information on performance	- Annual Report and quarterly performance reports - Compliance with the data transparency code as exemplified on website - Policies and procedures relating to data
Prepare an annual statement of assurance covering financial, governance and operational matters showing due regard for IRMP and Fire and Rescue National Framework	- Annual Report - Documents signposted from it including Statement of Accounts, Annual Governance Statement, reports of internal and external auditors

FINANCIAL INFORMATION

Finance Officer's Statement

This summarised version of our Statement of Accounts aims to provide easy to understand information, focusing on the key points arising from our stewardship of public funds in 2012/13. The figures in this summary have been prepared with regard to proper accounting practice.

Revenue finances

The revenue budget for 2012/2013 was set at £55.569m. The actual expenditure incurred was £55.282m, resulting in a transfer to the Authority's general reserve of £0.643m. The revenue account for 2012/2013, below, shows the net cost of running the Authority's services during the year, and how these were funded.

	Net Expenditure £'000
Community Safety	6,878
Fire Fighting and Rescue Operations	33,768
Corporate and Democratic Core	238
Non distributed costs	697
Net Cost of Services	**41,581**
Other Operating Income and Expenditure	33,858
Net Operating Expenditure	**75,439**
Financed by:	
Revenue Support Grant	(603)
National Non Domestic Rates	(31,091)
Council Tax Income	(24,252)
Income and Expenditure Account (Surplus) / Deficit	**19,493**
Capital Financing	3,262
Net transfer to/(from) Reserves	(23,398)
Movement in General Reserve balance in the year	**(643)**
General Reserve balance at start of year	(2,476)
General Reserve balance at end of year	**(3,119)**
Delegated Surplus	(560)
DSO/COMAH Balances	(193)
General Fund Balance Carried Forward	**(3,872)**

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The net operating expenditure of £75.439m includes £31.310m in respect of pension interest costs and the expected return on pension assets required to account for pension costs under the International Accounting Standard 19 (IAS19).

The net transfer to/from Reserves includes an appropriation of £22,550m from the IAS19 Pension Reserve.

WHERE THE MONEY WAS SPENT

The Authority's gross expenditure was £77.549m. The chart below shows where the money was spent.

WHERE THE MONEY CAME FROM

The expenditure was financed from the following sources:
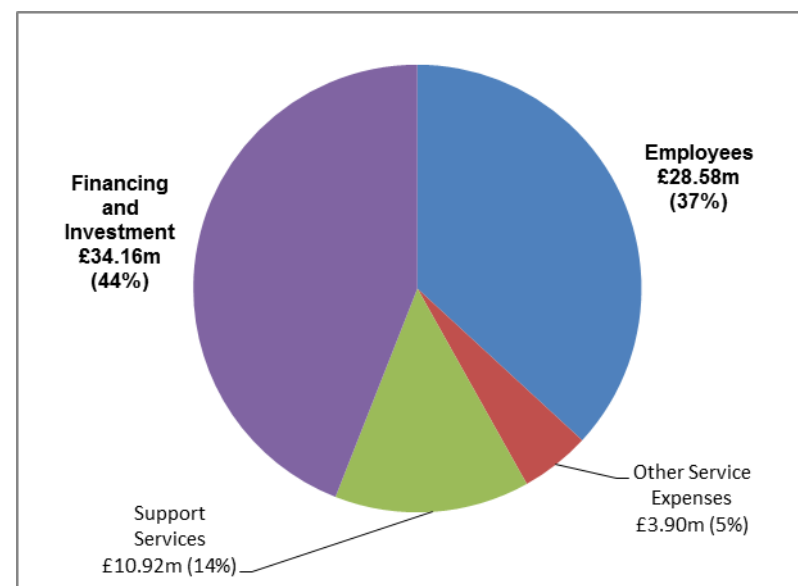
SUMMARY BALANCE SHEET

The Summary Balance Sheet shows what the Authority owes and is owed, representing the monetary value of the Authority as at 31st March 2013.
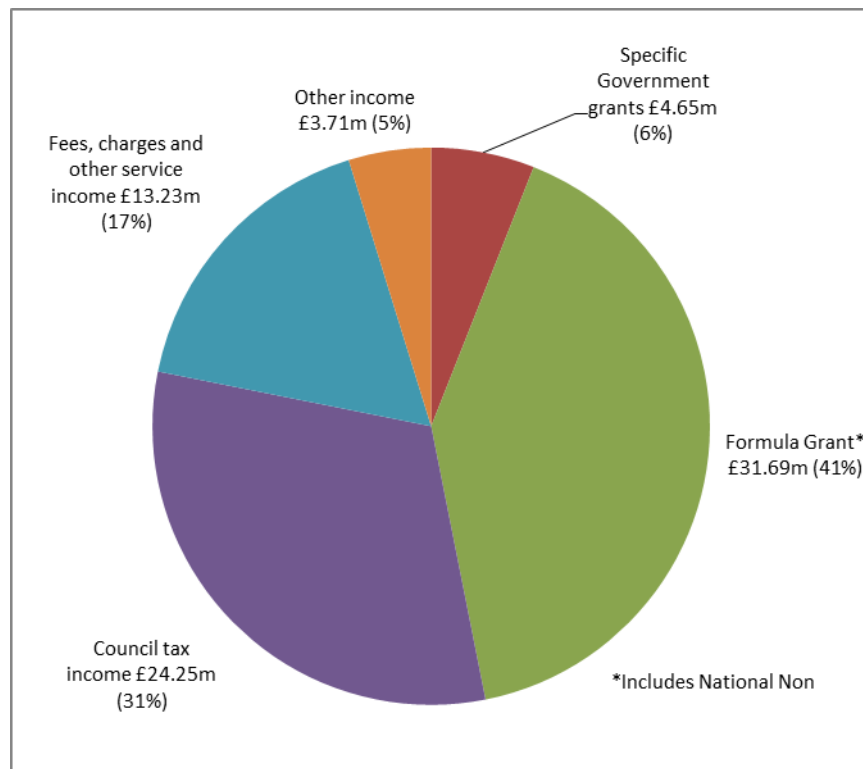
	£'000
Buildings, land and other assets owned by the Authority	65,839
Short-term investments	41,290
Money owed to the Authority - (debtors)	6,237
Money owed by the Authority - (creditors / borrowing)*	(816,276)
Provisions	(330)
	(703,240)
Financed by:	
Revaluation reserve and capital adjustment account	25,119
Usable capital receipts	3,285
Pension reserve	(763,710)
General fund balance	3,872
Earmarked reserves	28,171
Other unusable reserves	23
	(703,240)

 *The statutory accounting requirements require the total value of pension liabilities in place at the Balance Sheet date to be included in the Authority's accounts, but this takes no account that the liability is to be addressed over a 25 year period.

CAPITAL FINANCES

The Authority spent £4.246m on capital schemes during 2012/13. The main schemes on which money was spent were:

	£'000
Equipment - Operational and Information Technology	720
Property Improvement Schemes	1,711
Vehicles	644
Acquisition of Land	1,171

The 2012/13 programme was financed as follows:

	£'000
Revenue Contribution to Capital Outlay	1,360
Grants/Capital Contribution	836
Earmarked Reserves	2,050

AUDITORS FINDINGS

Description	2010/11	2011/12	2012/13
Annual Accounts submitted for audit on time	✓	✓	✓
Number of audit qualifications*	0	0	0

* An unqualified opinion by the Authority's external auditors means that in the auditor's opinion, the accounts presented fairly the financial position of the Authority.

The external Auditors presented their Annual Audit Letter for the year 2011-12 to the Fire Authority on 17th December 2012 and this is available on our website. The letter concluded that we had made proper arrangements to secure economy, efficiency and effectiveness in our use of resources. A balanced budget has been set, substantial savings are being delivered and financial plans are based on a realistic assessment of future funding levels.

The Auditors also acknowledged we actively participate in benchmarking and demonstrate a good understanding of how our costs and activity levels compare within the peer group. They consider we make good use of financial and activity modelling, cost benefit analysis and other financial techniques to inform efficiency reviews and financial decision making that supports our achievement of Value for Money.

The Auditors noted that the updated IRMP, associated action plan and corporate risk register demonstrate an understanding of the possible implications of reducing spend in terms of fire risk, and set out how this is being mitigated and managed, and that the Authority's costs per head of population have reduced significantly over the past 5 years.

IMPACT OF FINANCIAL INFORMATION

Financial Planning

Our Medium Term Financial Strategy (MTFS) provides an analysis of the

Tyne and Wear Fire and Rescue Authority
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financial position likely to face the Authority over the next five years. It establishes approaches which direct resources to address the strategic priorities of the Authority (as set out in the Strategic Community Safety Plan), achieve value for money in the use of those resources, and assist the budget planning framework for the preparation of the Revenue Budget and Capital Programme.

Efficiency

We produce a fully costed IRMP which reflects local needs and sets out plans to effectively tackle existing and potential risks to communities. The IRMP has been brought in line with the MTFS to cover the comprehensive spending review period. The Plan includes a series of reviews which, when implemented, will generate significant savings. The potential impact of these reviews has been built into the MTFS.

We are committed to delivering further efficiency savings through:

- further development of the IRMP;

- following best practice in relation to procurement of goods and services;

- working in collaboration with partners both locally and regionally; and

- generating efficiency savings arising from policy and service reviews.

During 2012/13 service reviews have generated £4.166m. This has enabled us to meet our stretching targets in light of reductions to government funding. Further savings from IRMP will be made to help address the funding gap already identified for 2014/15.

PROTECTING THE ENVIRONMENT

In 2008/09 a baseline assessment of our carbon footprint was taken enabling us to set a target of reducing our carbon emissions by 22% by March 2015, supporting the Government's climate change objective of reducing CO2 emissions by 80% by 2050.

To enable us to reach our target we have introduced a wide range of initiatives specifically aimed at reducing our negative impact on the environment. These initiatives include the introduction of nominated Service personnel responsible for local green issues at various locations (Carbon Champions), a Service wide awareness campaign, the insulation of walls, loft spaces and pipe-work to reduce heat loss, Solar PV for improved energy use, replacement of boilers, installation of double glazing and the use of low sulphur fuel by our fleet.

We have also trialled electric and hybrid vehicles, introduced a new waste management procedure, produced an e-learning package for all employees, designed and produced carbon awareness posters complemented with light switch stickers. To continue raising awareness amongst staff, we designed and produced a series of energy awareness films which focused on specific fire service locations and fire service staff, ensuring personnel have an understanding of how they can support the Strategy.

Our Occupational Health Unit is the first building within the TWFRS estate to be fully fitted with LED lights. Use of LED lighting will significantly reduce the number of units required to light an area, the energy they use and the cost of maintenance.

Such initiatives are becoming increasingly important in light of the fact that concerns about the increasing rate of climate change continue to build to the extent that these concerns are now reflected in both national and international policy.

We recognise the impact of our actions during the incidents we attend and how this can have an effect on the environment; these impacts can result from both the effects of fires and the run off from the water we use to extinguish them. As a result of our work in reducing the number of fires we attend by preventative work, we have also been able to reduce the amount of CO2 emissions released into the atmosphere.

The following graph shows the carbon emissions in tonnes for incidents we have attended between 2009/10 and 2012/13.
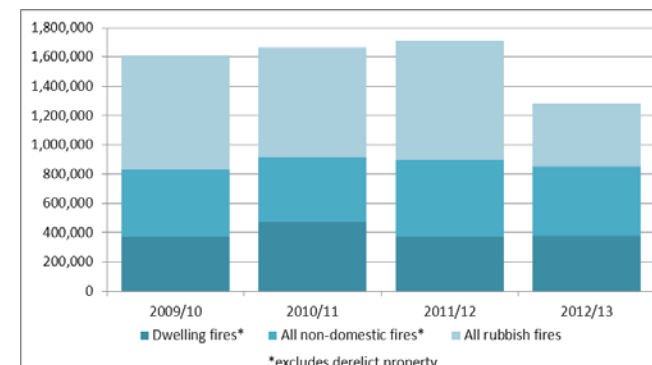
Maximum carbon emissions from fires attended

Please note the emissions are **maximum** emissions based on the **maximum possible** area covered by the fire.

You will notice a reduction of 46.7% in the carbon emitted from rubbish fires. Carbon emissions from car fires (excluding derelict) saw a reduction of 16% and incidence of all non-domestic fires (excluding derelict) also saw a reduction of 10.3%. This can be attributed to the decrease in the number of those incidents attended during 2012/13.

YOUR VIEWS COUNT

Your views are very important to us and having had the opportunity to read our Annual Report, we would welcome any comments that you may have. This would assist in our consultation process and evaluation of the document.

You can find our questionnaire by following this link: http://www.twfire.gov.uk/about/annual-report

All questionnaires requesting feedback will be acknowledged within ten days of receipt.

COMPLAINTS AND COMPLIMENTS

We aim to provide the highest standards of fire, rescue and community safety services. As a recipient of a public service, there may be times when you wish to comment on the fire and rescue service. We encourage complaints and compliments from all members of the community as we value your opinion and it can help us to continually improve our service.

Complaints Procedure

For our part, if you do make a complaint we will ensure that:
- your complaint is treated confidentially

- you receive an acknowledgement within 7 working days, including the name of the Investigating Officer
- your complaint is investigated in accordance with the Fire and Rescue Service's standard procedures.

We will also:

- endeavour to send you a full reply including the results of the investigation within 28 working days
- ensure that you are informed of the progress, if the above deadline cannot be met.

Making a Complaint or Compliment

If you wish to make a complaint or would like to tell us about an area of our work that you have been happy with then please do contact us, details are as follows:
Telephone: +44 (0)191 444 1500.
Complete an online form via our website
www.twfire.gov.uk

In writing, address your letter to: The Chief Fire Officer and send to the address detailed on the following page.
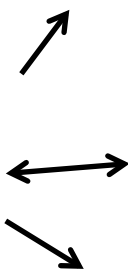
Strategic Planning and Corporate Communications Team
Tyne and Wear Fire and Rescue Service
Service Headquarters
Nissan Way
Barmston Mere
Sunderland
SR5 3QY

Telephone	0191 4441599
Fax	0191 4441512
e-mail	comments@twfire.gov.uk
Internet	http://www.twfire.gov.uk/

Tyne and Wear Fire and Rescue Authority
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APPENDIX A

Details of 2012/13 Performance against targets set out in Strategic Community Safety Plan 2011/15	Key: Where we have achieved/exceeded our target or are making positive progress towards a target a green indicator is displayed	🟢	This arrow indicates where our overall performance is improving ↗
	If we have failed to improve on the previous year's performance but are within 2.5% of it or we are working towards a longer term target an amber indicator is used	🟠	This arrow indicates where our overall performance has not changed ↔
	A missed target is indicated in red.	🔴	This arrow indicates where our overall performance is declining ↘

GOAL 1: To prevent the loss of life from fires and other emergencies and promote community wellbeing			
What we aimed to do (Level 2 Actions)	**What we have achieved in the last year**		
Level 1 Strategy	**Target**		**Comment**
Prevent the incidence of fires, and deaths and injuries from fires	Reduce total number of fire calls attended to 7,687 by March 2013. (LI 24)	🟢↑	In 2012/13 we attended 5,315 fire calls surpassing the target by 30.9%.
	Reduce the total number of injuries from all fires to 236 by March 2013. (LI 5)	🟢↑	There were 227 injuries in 2012/13 surpassing the target by 3.8%.
	Reduce the total number of false alarm calls due to automatic fire alarms from domestic premises to 2,371 by March 2013. (LI 23)	🔴↓	We recorded 2,671 false alarms of this type, exceeding the target by 12.7%.
	Reduce the number of primary fires per 100,000 population to 171.4 by March 2013. (LI 29)	🟢↑	We attended 154 primary fires per 100,000 population, surpassing the target by 10.2%.
	Reduce the number of deliberate secondary fires to 5,069 by March 2013. (LI 16)	🟢↑	In 2012/13 we attended 3,159 deliberate secondary fires surpassing the target by 37.7%.
	Reduce the number of deliberate fires to 5,891 by March 2013. (LI 33)	🟢↑	There were 3,807 deliberate fires surpassing the target by 35.4%.

Work with partners in local authorities, police and other agencies on initiatives to reduce the incidences of deliberate fires. This will be supported by targeted intelligence led approach	Reduce number of calls to malicious false alarms not attended to 100 by March 2013. (LI 20)	↓	We recorded 73 malicious false alarms not attended missing the target by 27% on the previous year.
	Reduce number of calls to malicious false alarms attended to 235 by March 2013. (LI 21)	↓	We attended 267 malicious false alarms in 2012/13 exceeding the target by 13.6%.

GOAL 1: To prevent the loss of life from fires and other emergencies and promote community wellbeing			
What we aimed to do (Level 2 Actions)	**What we have achieved in the last year**		
Level 1 Strategy	**Target**		**Comment**
Carry out a targeted programme of HSC towards our high priority groups homes, identified through an intelligence led approach utilising national and local research including Mosaic, FSEC and CFRMIS data	Operational crews to deliver 18,000 home safety checks (LI 34)	↑	Operational crews carried out 18,425 home safety checks during 2012/13 surpassing the target by 2.4%.
	Reduce the total number of accidental fires in dwellings to 560 by March 2013. (LI 8)	↓	We attended 589 incidents of this type in 2012/13 exceeding the target by 5.2%.
	Reduce the total number of injuries from accidental fires in dwellings to 180 by March 2013. (LI 4)	↑	There were 181 injuries from accidental fires in dwellings.
	Reduce the number of deaths accidental fires in dwellings to zero. (LI 1)	↑	There were no deaths from accidental fires in dwellings compared to 2 the previous year, achieving our target of zero.
Ensure that the persons responsible for the management of non-domestic properties provide appropriate fire safety behaviour guidance to people using that property	Reduce the number of fires in non-domestic premises per 1,000 non-domestic premises to 9.2. (LI 35)	↑	In 2012/13 we attended 241 fires in non-domestic premises which equates to 7.5 fires per 1,000 non-domestic premises.
	Reduce the number of false alarms due to automatic fire alarms from non-domestic premises to 3,003. (LI 22)	↑	We attended 2,671 false alarms due to automatic fire alarms from non-domestic premises surpassing the target by 11.1%.

Implement the recommendations of the review of Prevention and Education activities	Following the restructure of P & E activities realise a saving in the region of £625,735 in a full year and reduce spending on community safety to approximately £7,692 per 1000 population.		P & E activities have now been restructured realising efficiency savings.
Review the level of provision and staffing of our Aerial Ladder Platforms (ALPs) to ascertain future requirements for these balanced against community risk and utilisation patterns	Report examining potential efficiency savings methods and improvements to the provision and staffing of our ALPs.		The ALP review has now been completed. Please see the information included on page 26 for more detail relating to this.
Review the risk based inspection programme within its statutory framework. This review will seek to ensure the most efficient model of delivering this service against the level of risk present in the protected environment	Report examining potential efficiency savings methods and improvements within the Fire Safety department.		A revised risk based inspection programme has now been implemented following this review.
GOAL 2: To respond appropriately to the risk			
What we aimed to do (Level 2 Actions)	**What we have achieved in the last year**		
Level 1 Strategy	**Target**		**Comment**
Undertake a fundamental review of the staffing and systems required to deliver an effective mobilising function for the next ten years	Estimate of economy, efficiency and effectiveness of the mobilising function in order to identify improvement areas. Improvements in economy, efficiency and effectiveness of mobilising function as a result of the review.		A replacement mobilising system has now been sourced and is currently being implemented, with a live date scheduled for Autumn 2013. More information regarding this review can be located on page 26.

	Identification and implementation of a replacement mobilising system.		
Ensure that appropriate resources are maintained and available to meet demand	Availability of staff to ensure that all pumping appliances are crewed with (at least) four staff. Availability of appliances to ensure the minimum number (29) of water tenders are available every day.		Policies and procedures are in place to ensure the required number of fully crewed appliances are available.
Implement a low activity staffing model at Sunderland South and Gateshead South Community Fire Stations	Implementation of low activity staffing model at Sunderland South and Gateshead South Community Fire Stations.		Gateshead South Community Fire Station has now adopted day crewing close call (more information regarding this is detailed on page X). The current IRMP actions will result in a decision regarding staffing of Sunderland South Community Fire Station.
GOAL 3: To plan and prepare for exceptional events			
What we aimed to do (Level 2 Actions)	**What we have achieved in the last year**		
Level 2 Strategy	**Target**		**Comment**
Review and update:	Full review of Business Continuity Management arrangements to achieve certification to the British Standard for Business Continuity BS25999		More information regarding our Business Continuity arrangements and our contribution to Local, Regional and National Resilience can be found on page 12.
Emergency Plans Business Continuity arrangements to ensure they meet the Services responsibility under Civil Contingencies Legislation Arrangement to share information Collaboration with Partners	Efficient and effective contribution to Local and Regional Resilience Forums		The Service has comprehensive Business Continuity arrangements in place and works closely with partners on a range of initiatives including local, regional and national resilience. More information regarding this is included on page 12.

Assess the risk of an emergency occurring	An agreed, current accurate risk profile.	↔	Northumbria LRF risk register available at: http://www.gos.gov.uk/nestore/docs/prepforemer/crr_northumbria.pdf

GOAL 4: To deliver a modern effective service, ensuring value for money with staff who reflect the communities we serve			
What we aimed to do (Level 2 Actions)	**What we have achieved in the last year**	↔	
Level 2 Strategy	**Target**		**Comment**
Produce action plans to broaden and embed equality and diversity of the workforce in line with regional HR Strategy and ensure effective community engagement	Increase the level of Fire and Rescue Service Equality Framework (FRSEF) to which we conform to "Excellence" by March 2013. (LI 70)	↑	Following a comprehensive assessment process the Service achieved Excellent status in March 2013.
	Increase percentage of top 5% of earners who are women to not less than 17.1% by March 2013. (LI 72)	↑	The figure for 2012/13 was 14.9%. Despite an increase of 0.6% on the previous year we still missed our target of 17.1%.
	Increase the percentage of the top 5% of earners from ethnic minority communities to not less than 5.9% by March 2013. (LI 73)	↑	3% of top 5% of earners were from an ethnic minority in 2012/13, an increase of 0.1% on the previous year.
	Increase the percentage of operational staff from ethnic minority communities to not less than 2.1% by March 2013. (LI 78)	↑	2.5% of operational staff are from an ethnic minority, exceeding target and showing improvement of 0.4% on the previous year.
	Increase the percentage of women firefighters to not less than 5.9% by March 2013. (LI 80)	↓	The figure for 2012/13 was 5.9% achieving our target and showing an increase of 0.3% on the previous year.
	Increase the percentage of top 5% earners that have a disability. (LI 74)		We currently have no employees with disabilities represented within the top 5% of earners.

	Increase the percentage of the workforce who are women. (LI 85)	↑	21.3% of workforce are women, exceeding target and showing an improvement of 0.7% on the previous year.
	Increase the percentage of the workforce with a disability. (LI 87)	↑	The figure for 2012/13 was 4.1% exceeding our target and an increase of 0.3% on the previous year.
	Increase the percentage of new entrants from minority ethnic groups employed across the whole organisation. (LI 88)	No target set	9% of new entrants employed across the whole organisation were from minority ethnic groups compared to 33% the previous year.
	Increase the percentage of new women entrants joining the operation sector of the Service. (LI 89)	No target set	There were no new women entrants joining the operational sector of the Service reflecting the same figure as 2011/12.
	Increase the percentage of workforce from ethnic minority community to not less than 2.7% by March 2013. (LI 86)	↑	We achieved a figure of 3% in 2012/13 showing an improvement of 0.4% on the previous year and exceeding our target.

GOAL 4: To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve			
What we aimed to do (Level 2 Actions)	**What we have achieved in the last year**		
Level 2 Strategy	**Target**	↔	**Comment**
Ensure that personnel are prepared for their roles and responsibilities and provided with the knowledge, skills and understanding to perform their role efficiently, effectively and safely.	100% of all workforce Development actions are completed in line with policy.	↑	All workforce development actions were completed within 2012/13 across all functional areas.
	Training validation complete 95% of all validations within a two year cycle.		100% of training validations completed through robust and flexible events programme.

	Acknowledge receipt of and action 90% of needs appropriate to an individual's role and the organisation's needs.		Over 90% of training needs met for organisational and individual requirements.
	95% of workplace (phase 2) assessments completed annually.		100% of phase 2 assessments carried out via dedicated support team. External verification also provides independent assurance of valid assessment.
	90% of Personal Development Plan (PDP) requests are realised within 12 month of the request.		Over 90% PDP requests were realised within the 12 month period 2012/13.

GOAL 4 – to deliver a modern effective service, ensure value for money with staff who reflect the communities we serve

What we aimed to do (Level 2 Actions)	What we have achieved in the last year		
Level 2 Strategy	**Target**		**Comment**
Manage attendance to improve efficiency and performance	Reduce the proportion of working days/shifts lost to sickness absence by all staff to 5.6 by March 2013. (LI 82)		5.93 working days/shifts were lost due to sickness absence by all staff during 2012/13. This meant we failed to meet our target and demonstrated an increase of 5.9% based upon the previous year's performance.
	Reduce the proportion of working days/shifts lost to sickness absence by riders* to 6 by March 2013. (LI 90)		4.56 working days/shifts were lost due to sickness absence by riders during 2012/13. This was an increase on last year but we still exceeded our target by 24%.
	Reduce the proportion of working days/shifts lost to sickness absence by non-riders** to 6 by March 2013. (LI 91)		6.13 working days/shifts were lost due to sickness absence by non-riders during 2012/13. This figure missed the target but was a decrease of 16.9% on the previous year.
	Proportion of working days/shifts lost to sickness absence by whole time uniformed staff to less than 6 by March 2013. (LI 81)		5.04 working days/shifts were lost due to sickness absence by whole time uniformed staff during 2012/13. This meant we failed to meet our target and demonstrated an increase of 7.9% based upon the previous year's performance.

	Target		Comment
	Proportion of working days/shifts lost to sickness absence by corporate staff to less than 6 by March 2013. (LI 93)	⬇ (red)	9.09 working days/shifts lost to sickness absence by corporate staff during 2012/13. This was an increase of 3.5% on last year and we failed to meet our target.
	Reduce whole time fire fighters ill-health retirements as a percentage of the total workforce to zero. (LI 83)	⬆ (red)	There were 0.1% whole time fire fighters retirements as a percentage of the total workforce, due to ill health.
	Reduce control and corporate ill-health retirements as a percentage of the total workforce to zero. (LI 84)	↔ (green)	There were no control and corporate ill-health retirements in 2012/13.

* Riders are operational personnel who crew the fleet of emergency fire appliances on a 24/7 basis

** Non-riders are operational personnel who undertake other roles such as Response Officers (available 24/7 to respond to incidents in addition to fire appliances), P & E and Fire Safety etc

GOAL 4: To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve

What we aimed to do	What we have achieved in the last year		
Level 2 Strategy	**Target**		**Comment**
Implement and embed the Environmental Strategy	Reduce carbon emissions (kg of CO2) from all dwelling fires (excluding derelict property). (EM 1)	⬇ (red)	We recorded 391,113kg of CO_2 from dwelling fires in 2012/13, an increase of 4.1% on the figure from the previous year.
	Reduce carbon emissions (kg of CO2) from all car fires (excluding derelict vehicles). (EM 2)	⬆ (green)	We recorded 88,536kg of CO_2 from car fires in 2012/13, 16% less than the previous year.
	Reduce carbon emissions (kg of CO2) from all non-domestic fires (excluding derelict property). (EM 3)	⬆ (green)	We recorded 469,031kg of CO_2 from all non-domestic fires, a decrease of 10.3% on 2011/12.
	Reduce carbon emissions (kg of CO2) from all rubbish fires. (EM 4)	⬆ (green)	We recorded 432,250kg of CO_2 from rubbish fires, 46.7% less than the previous year.

	Reduce carbon emissions (kg of CO2) from local authority operations. (EM 5)		The previous 4 performance indicators contribute to our achievement of this overarching objective.

GOAL 4: To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve			
What we aimed to do	**What we have achieved in the last year**		
Level 2 Strategy	**Target**		**Comment**
Further develop a strategic approach to the effective management of the Authority's assets	Approved Capital Appraisal Forms and delivery of the Annual Capital Works Programme.		This process is currently under review as part of our VfM Review programme.
Implement finding of Back Office Review	Following restructure of the Back Office Review functions realise anticipated savings.		The Back Office Review restructure was implemented in January 2013 and target efficiencies realised.
Collect, store, analyse , share and provide accurate, timely and relevant information to support the decision making processes	MIS and CFRMIS data quality 'level four' as per Audit Commission standards. FSEC: accurate data that reflects the socio-demographic factors per output area. IRS: information regarding our incidents is timely, accurate and available. Quality assured incident data provided by CLG within their stated timescales. Freedom of Information requests are met within the statutory timescales.		FSEC data has been updated at output area level to reflect the census held in 2011 so that the socio-demographic profile of Tyne and Wear is accurately reflected within the software and the analysis that is subsequently carried out. We continue to quality assure IRS data to ensure that it is up to date, accurate, and available and sent to CLG within the stated timescales. Freedom of information requests continue to be completed within the statutory timescales.

Produce effective risk based plans which consider the impact of local, regional and national influences and are developed in consultation with our stakeholders	All associated plans are produced on time to appropriate requirements. Stakeholders' views influence service delivery. Performance indicators meet targets. Measurable improvement of Corporate Risk Profile and department risk plans have appropriate actions that address risk and meet the needs of our communities. A reduction in the number of red area risks.		Our plans are risk based taking account of external influences and stakeholders' views.
Review services and processes to ensure performance and risk management continuously improve to meet Service needs and demonstrate Value for Money	Service demonstrates VfM as defined by the Audit Commission requirements. Areas for VfM review are prioritised based on cost, quality and user satisfaction. Data improvements in VfM. Services and processes are fit for purpose.		The Service has a Value for Money Framework which outlines how value for Money is achieved within the organisation. In addition, the Value for Money Review Framework details the process and tools required to undertake Service reviews in order to ensure improvement and generate efficiency savings. A programme of reviews (including IRMP reviews) is currently being delivered with all reviews prioritised based on cost, quality and satisfaction matrix.
Ensure that procurement activity underpins the corporate aims of the Authority	100% of ZBI (blocked invoice) reports created by Procurement and actioned by relevant departments.		Department Heads are now able to monitor this for their own departments.
	Increase the percentage of invoices for commercial goods or services that were paid within 30 days of such invoices being received to 100%. (LI 64)	🔻	95% of invoices paid within 30 days during 2012/13.

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