



Statement of Assurance and Annual Report 2016/17

September 2017

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INTRODUCTION

Welcome to Tyne and Wear Fire and Rescue Service's Statement of Assurance and Annual Report for 2016/17. This report lets you know how we did during 2016/17, how much money we spent and what we spent it on. This document also meets the 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 Statement of Assurance and 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.

Our targets to enable us to drive 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.

During 2016/17 we attended a total of 15,459 incidents. Our average response time for the first appliance at an incident was 5 minutes 24 seconds when excluding Targeted Response Vehicles (TRV's). More details about our performance are set out in the report.

We continue to face financial pressures which naturally present challenges in tackling community risks. Notwithstanding these pressures, the committed workforce will continue to work jointly with our partners to deliver positive outcomes for the communities of Tyne and Wear.

This report has been prepared to provide you with assurance on our finances, governance and operations throughout 2016/17 and as always we would welcome your comments. Please give us your feedback following the details at the end of this report.

Include photos of: (Add Chris photo and signature)



Councillor Tom Wright
Chairman

Chris Lowther
Chief Fire Officer

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:



The graphic is a blue rectangular box with white and yellow text. At the top left, it says 'Tyne and Wear Fire and Rescue Authority' followed by 'Vision and Mission Statement' in a larger font. To the right of this text is a yellow stylized logo consisting of two parallel slanted bars. Further right is the Tyne and Wear Fire and Rescue Authority crest, which is a circular emblem with a red border and a blue center containing a white fire symbol. Below the crest, it says 'Tyne and Wear Fire and Rescue Authority' and 'Creating the Safest Community'. In the center of the box, the vision statement is written in white: 'Creating the Safest Community' followed by 'To save life, reduce risk, provide humanitarian services and protect the environment.' Below this, it says 'In order to achieve our Vision and Mission Statement the Fire Authority have adopted the following goals:' followed by a bulleted list of four goals. At the bottom right, the website 'www.twfire.gov.uk' is listed.

Tyne and Wear Fire and Rescue Authority
Vision and Mission Statement

'Creating the Safest Community'
'To save life, reduce risk, provide humanitarian services and protect the environment.'

In order to achieve our Vision and Mission Statement the Fire Authority have adopted the following goals:

- Prevent loss of life and injuries from fire and other emergencies and promote community wellbeing
- Responding appropriately to the risk
- To plan and prepare for exceptional events
- To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve.

www.twfire.gov.uk

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

The following diagram demonstrates the link from our vision to our goals and priorities (INSERT)

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 ensuring equality and diversity for our employees and the communities of Tyne and Wear, and strive to ensure equality and diversity is embedded across the organisation by continuously promoting its principles.

We work hard to eliminate inequalities, discrimination, harassment and victimisation, and promote equality of opportunity and positive working relations both within our workforce and in our local communities. We want to ensure that the service we provide is accessible to everyone and that we have a workforce that reflects the diversity of Tyne and Wear's communities.

We have recently been recredited with an 'Excellent' award for the Fire and Rescue Services Equality Framework. This recognises our commitment to supporting our diverse community, employing a diverse workforce and promoting the Service as an employer of choice.

OUR SERVICES TO THE COMMUNITY

Last year we carried out around 30,000 home safety checks (HSC) in Tyne and Wear and responded to over 14,000 emergency calls. Our prevention and protection work is just as important as putting out fires. This has helped us to drive down the number of 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 HSCs at those most vulnerable), or when we make changes to the Service through the Integrated Risk Management Plan (IRMP) (see section 6).

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 HSCs - 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 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 also continue to work 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.

During 2016/17 we worked with Public Health, Newcastle to pilot Safe and Well visits where we included advice on slips, trips and falls whilst undertaking HSCs. The overall aim is to reduce the number of people aged over 65 who fall, thus helping to protect the public and reduce health and social care costs by preventing falls. During 2016/17, we supported older people with safe and well advice, in over 474 households.

Through our 'Vulnerable Persons Strategy' and 'Home Safety Check Targeting Policy' we help support vulnerable people.

In some cases our Firefighters have undertaken a Home Safety Check and referred individuals to our specialist Prevention and Education (P&E) teams for further support and provided fire safety equipment such as fire retardant sheet.

In some cases, additional support, arranged via partner organisations, such as domiciliary care, Telecare services and housing alterations are provided. Automatic Water Suppression Systems (portable misting system or domestic sprinklers) have also been installed to help reduce risk and protect those who are vulnerable.

Protection

Our Fire Safety work covers all premises other than single private dwellings.

We enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005. This legislation is commonly known as the Fire Safety Order and places the duty on 'the Responsible Person' to ensure a safe property.

We meet our 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.

Following a severe fire at Southwick Bingo Hall, Sunderland the we engaged with over 50 businesses in the Southwick business community in the days immediately following the fire. We provided legislative advice and gathered information relating to risk. This resulted in over 20 Fire Safety Audits being carried out under the Fire Safety Order, with the aim of creating a safer business community. One audit highlighted a business with inadequate means of escape and an inadequate fire alarm system. The Service worked with the owners to make the building safe.

We continue to carry out targeted and timely engagements following large scale incidents to improve fire safety awareness within the business community and maintain safer commercial buildings.

During 2016/17 we further developed the Primary Authority Scheme and welcomed new partners onto the scheme.

We fully support and promote economic growth through better regulation. However we will not hesitate to take enforcement action where appropriate to ensure the safety of the public.

Following a fire in a care home in Donwell, Washington, on investigation, officers found fire extinguishers that had been condemned, fire doors had been wedged open and the owners had failed to install safety measures identified in a risk assessment.

Following a successful fire safety prosecution, Shaftesbury Care Group Ltd were fined £380k and ordered to pay £29k in costs

Responding to emergencies

Despite all the work of our Fire Safety and Prevention and Education teams, unfortunately fire and rescue emergencies will still occur, and responding to them is core to our activities.

As a service, we have a duty to respond to the ever-changing nature of emergencies. Training is essential for our personnel to operate effectively at incidents such as Road Traffic Collisions (RTCs), Building Collapse rope rescue, water rescue, flooding. Sending the appropriate response, in the fastest time to any incident is our top priority. We have a wide range of specialist resources and equipment including a new Aerial Ladder Platform (ALP), several water based assets including a rescue craft supported by our Swift Water Rescue technicians.

The challenge of climate change has resulted in changes to the frequency and severity of flooding. We have an important role when large scale flooding occurs assisting householders and businesses that need help. TWFRS have line rescue operators based at two locations capable of rescues on the regions coastline and urban environments including bridges. Animal rescue equipment also assists us with our humanitarian response

On the 3 February 2017, TWFRS were called to a fire at a historic building in Southwick, Sunderland. The building, which was being used as a furniture shop, required the attendance of 22 appliances from the fleet to bring the fire under control. The area was closed to the public and through multi-agency co-operation public services were redirected.

Over the course of the fire,

- Cobra (specialist cold cutting equipment) was utilised due to the conditions of the building to protect Fire Fighter Safety and
- 3 aerial ladder platforms were deployed to keep the fire under control and see it to a safe conclusion.

The Service received many positive comments from the community in relation to the handling of the fire and the subsequent support and engagement with the community.

After the introduction of Targeted Response Vehicles (TRVs) to our fleet in 2015 we have expanded availability to target other small, low risk incidents such as rubbish fires, across Tyne and Wear. In 2016/17 we reviewed the effectiveness of Cobra equipment and are now extending availability of this equipment to all stations.

A further addition to our capabilities is a drone aircraft, a Quadcopter fitted with a HD on-board video camera and an additional thermal imaging camera. This enables us to assess risk and respond to large incidents from several hundred meters above to ensure the safety of the community and our firefighters.

We continue to monitor automatic fire alarms (AFA) and work with premises such as hospitals and education premises to address any issues. 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.

These services are delivered by our operational response staff who are based at 17 community fire stations:

- 14 of these are staffed by whole-time duty system (full time) crews,
- one station by retained duty system (part time) crews and
- two by Day Crewing Close Call (DCCC) system (a flexible shift system which is effective in areas of lower incidents and risk).

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

Mutual aid

The Authority has mutual aid arrangements in place with our neighbouring fire and rescue authorities in Northumberland and Durham and Darlington to support each other where required such as 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.

Collaboration with Partners

We continue to build partnerships and work in collaboration to improve outcomes for the community.

With our partners, Northumbria Police, Northumberland Fire and Rescue Service and the Police and Crime Commissioner, we set up our Strategic Collaboration Board. In July 2016 the Board signed a statement of intent for enhanced collaboration. Their aim is to identify priority areas where closer working can lead to enhanced public service, efficiency savings and delivering greater value for money. This collaboration has already delivered savings by co-locating services and sharing resources such as use of the drone. They are now working on projects for 2017 onwards that will release more savings and improve public services.

In January 2016 the Service commenced a regional trial where we co-respond to medical emergencies with the North East Ambulance Service (NEAS). Firefighters from West Denton Community Fire Station provide first aid to patients who suffered life threatening events, such as cardiac arrest, heart attacks and strokes. Whilst crews remain focused on dealing with fire and rescue incidents, they are also deployed to certain medical emergencies if they are able to respond in time to keep a patient alive until the Ambulance Service staff can take over. Following its success, the trial was extended into 2017/18.

To further promote our partnership working we host North East Ambulance Service (NEAS) training facilities at West Denton Community fire station and share our sites at Marley Park, Rainton Bridge, Swalwell and Washington to assist NEAS with the delivery of their services.

We have worked closely in partnership with London Fire Brigade (LFB) to deliver a North East NILO (National Interagency Liaison Officers) course. This was the first regional NILO course of its kind to be delivered. In order to gain support and multi-agency attendance on the course; close collaboration was required with a number of departments in Northumbria Police (NP), the regional GAIN (Government Agency Intelligence Network) coordinator, NEAS (North East Ambulance Service) in particular HART (Hazardous Area Response Team) and the NE regional military liaison officer. This significantly improved agencies ability to work closely together on matters of national sensitivity.

We worked closely with Northumbria Community Rehabilitation Company (NCRC) sharing five locations across Tyne and Wear to allow NCRC to assist in the delivery of services which helps us address concerns with Anti-Social Behaviour (ASB) fires.

We work closely with our partners sharing resources to help protect the public. We reached an agreement with Great North Air Ambulance Service who utilise Washington Community Fire Station as a base. We support the Royal National Lifeboat Institution (RNLI) who utilise our Community Fire Station at Tynemouth to assist in the delivery of their services. Agreements are in place with HMS Calliope to moor our fire boat and we work closely with Northumbria Police Marine Unit to assist with body recovery as required.

We currently share our location at West Denton Community Fire Station with the Mountain Rescue Unit to support the delivery of their services.

Operational Assurance

Every organisation aims to improve the way it operates, whether that means increasing its efficiency, managing risk more effectively or improving 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 to enable 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 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 by the Health and Safety Executive or Coroner.

LAST YEAR'S PERFORMANCE

This section highlights what we set out to deliver in our Strategic Community Safety Plan and District Plans and how 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.

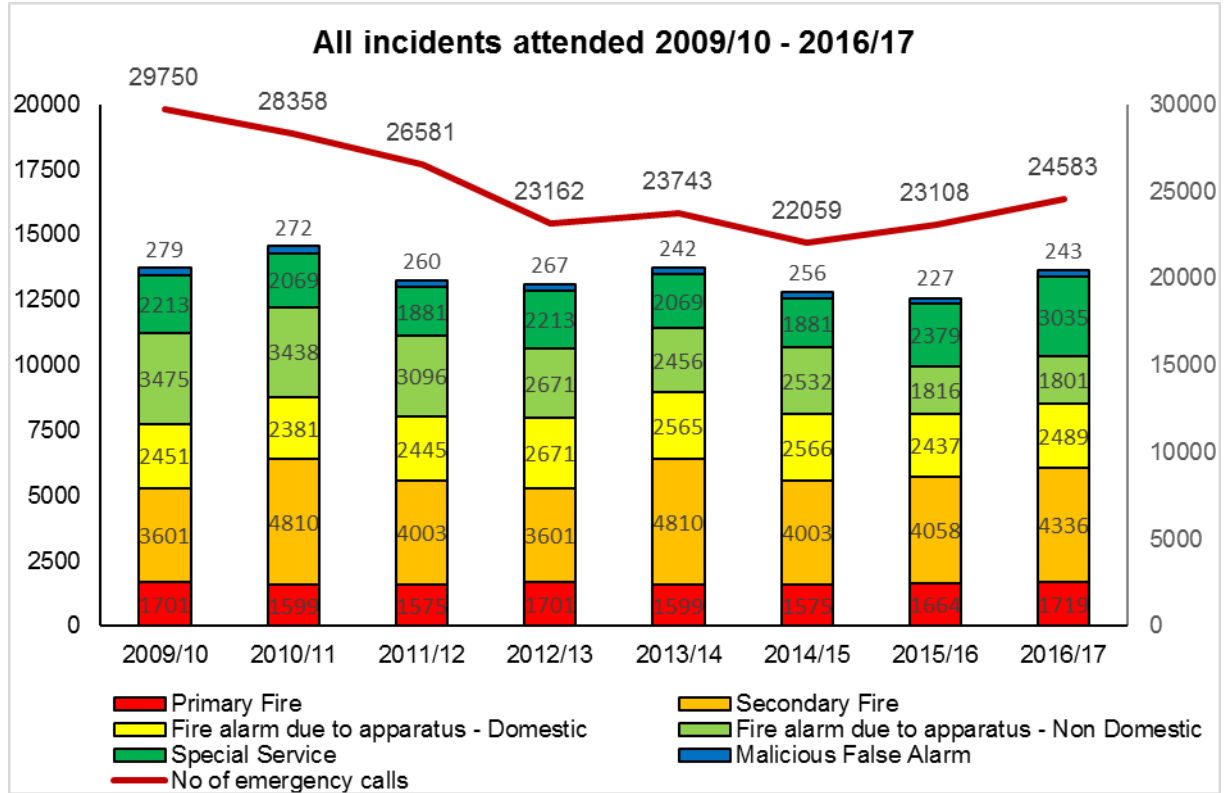
SERVICE LED PRIORITIES

The Service led priorities 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.

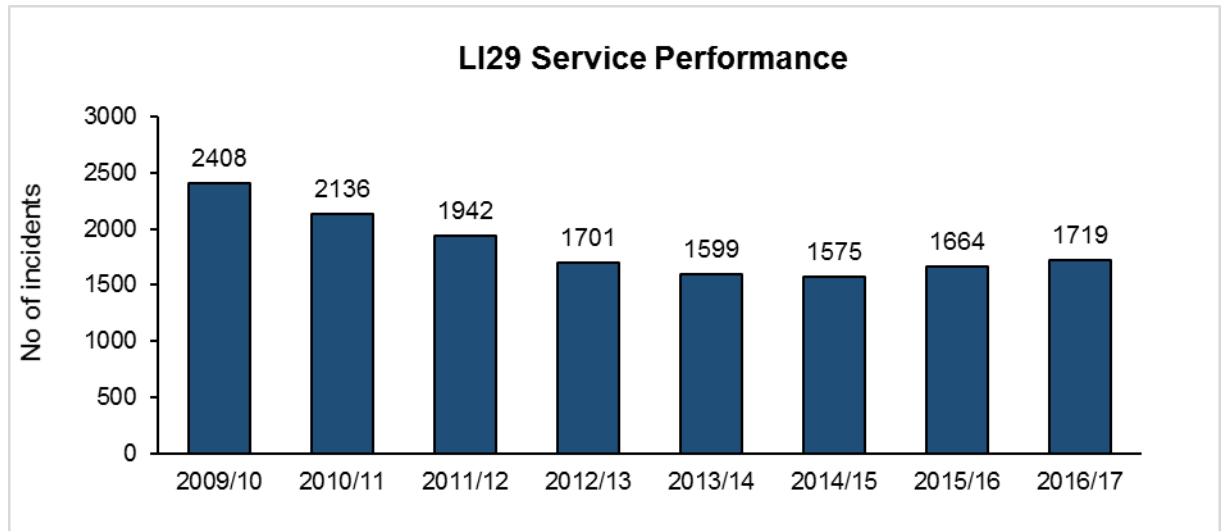
- Number of fatalities from all fires (LI 2)
- Number of injuries from accidental dwelling fires, excluding precautionary checks (LI 3)
- Number of accidental fires in dwellings (LI 8)
- Number of deliberate secondary fires (LI 16)
- Number of false alarms due to automatic fire detection from non-domestic properties (LI 22)
- Number of false alarms due to automatic fire detection from domestic properties (LI 23)
- Number of primary fires (LI 29)
- Number of deliberate fires (LI 33)

Over the next few pages we give some details of how the incidents we have attended are categorised.



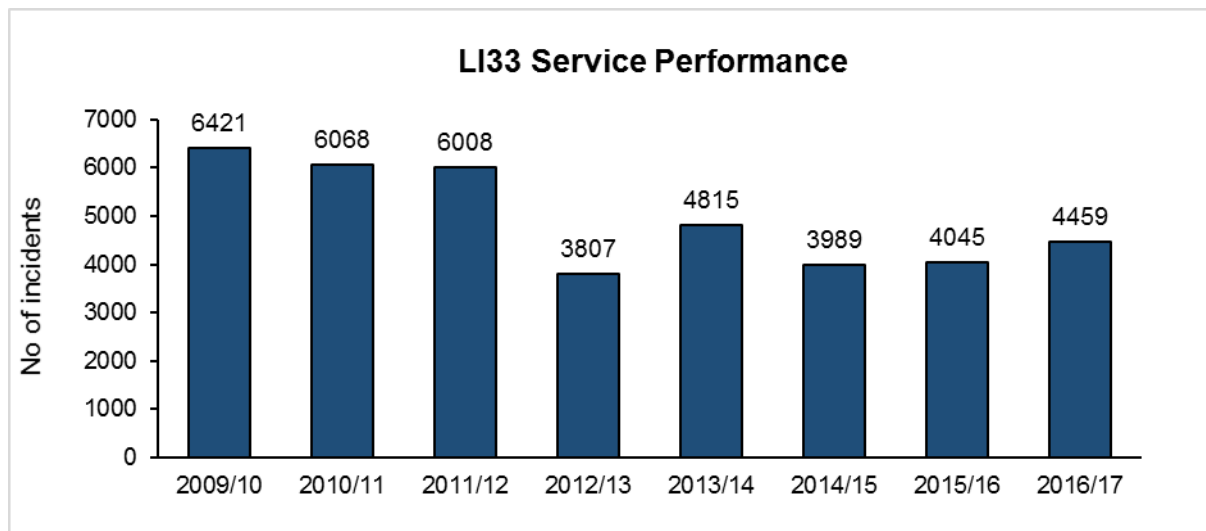
Primary fires attended (LI 29)

When compared to 2015/16 there has been a 3.3% increase in primary fires. The majority of this increase can be attributed to 'Road Vehicle' fires with an additional 127 incidents in 2016/17. Since 2009/10, we have seen an overall reduction of 28.6% in primary fires attended.



All deliberate fires (LI 33) and deliberate secondary fires (LI 16)

During 2016/17 we attended 4,459 deliberate fires. This is an increase of 414 incidents (10.2%) in comparison to the previous year, however demonstrates a 30.6% reduction in deliberate fires over the past eight years.



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 includes collaboration with partners and multi-agency forums, primarily with the Police and local authorities. It also includes intelligence sharing and providing information on properties at risk, securing voids and uplifting abandoned vehicles. There is also engagement with the local community, secondary schools and Youth Offending Services to tackle issues regarding anti-social behaviour and deliberate fire setting.

Fatalities from all fires (LI 2)

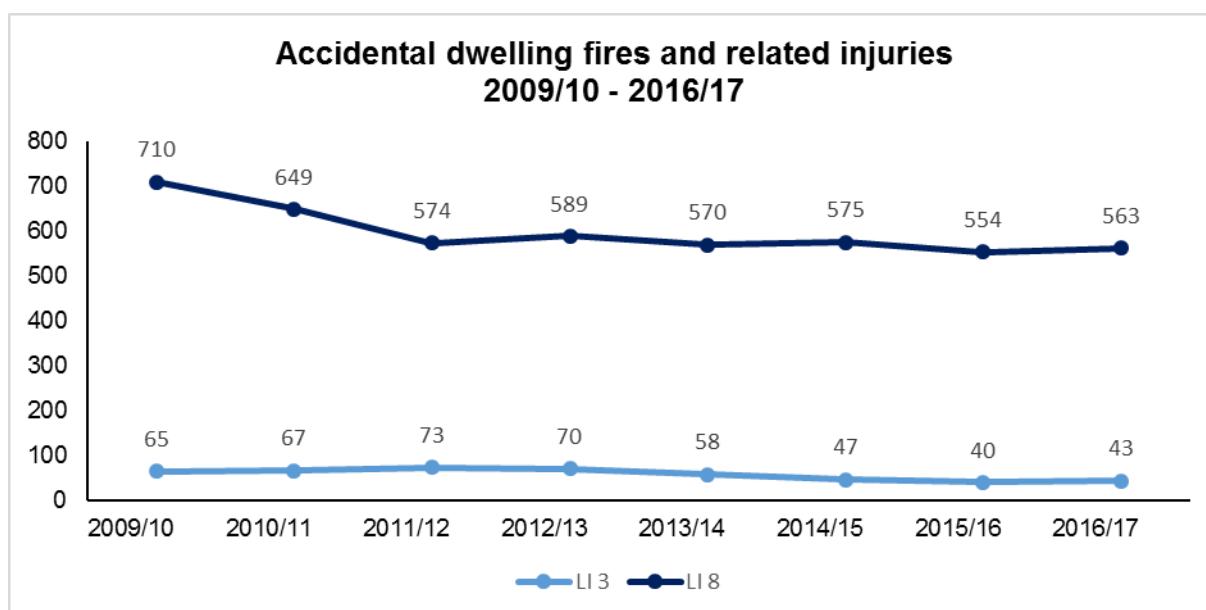
Unfortunately, there were four fatalities from all fires during 2016/17, three of these were from accidental dwelling fires. Despite this we continue to have the lowest number of fatalities from all fires compared to the other metropolitan fire and rescue services.

We continue to take active steps to ensure we reduce the risk of deaths from accidental fires by continuing to refine our targeting of prevention and education work. We continue to improve the use of our data to understand current risk and by utilising community advocates, volunteers and operational staff to improve intelligence and provide a better understanding of our communities and improving our targeting through working with partners.

Accidental dwelling fires (LI 8) and injuries from accidental dwelling fires, excluding precautionary checks (LI 3)

Although we aim to reduce all incident types, the reduction in the number of accidental fires in the home continues to be a priority for TWFRS, reflecting the delivery of Home Safety Checks which aim to reduce incidents and related injuries.

In 2016/17 we attended 563 accidental dwelling fires, an increase of nine incidents (1.6%) from the previous year. At the same time we recorded 43 injuries from accidental dwelling fires (excluding first aid and precautionary checks), this is a slight increase of three injuries (7.5%) from last year. Eight of the injuries were classed as serious; no change from the previous year.



Sources of Ignition

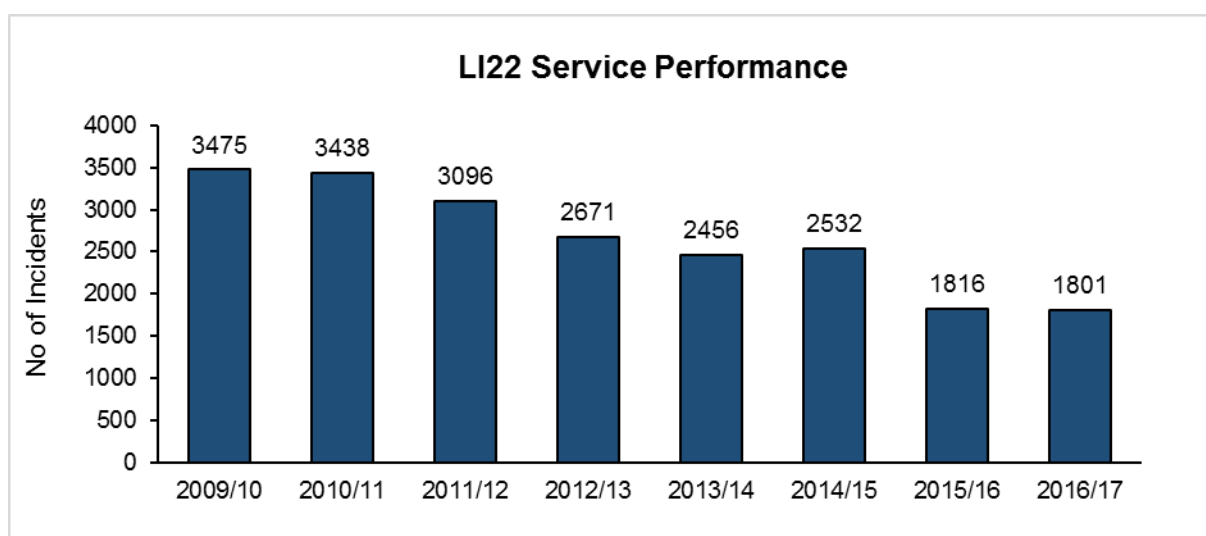
The following table highlights the key sources of ignition that contribute to the number of attendances to accidental house fires.

Source of Ignition	Number of Incidents
Cooking appliance - Cooker incl. oven	229
Electricity supply - Wiring, cabling, plugs	60
Smoking related - Smoking materials	38
Spread from secondary fire - Spread from secondary fire	23
Cooking appliance - Microwave oven	19
Not known	17
Other domestic style appliance - Tumble dryer	14
Cooking appliance - Grill/Toaster	13
Matches and candles - Candles	13
Heating equipment - Heating/Fire	13
Electricity supply - Apparatus - batteries, generators	10
Other source of ignition	114

The main source of ignition continues to be from a cooking appliance, with accidental kitchen fires accounting for 57.4% of all accidental dwelling fires in 2016/17.

Smoke alarms were present in 81% of dwellings where an accidental fire occurred during 2016/17. A smoke alarm activated in 78% of dwellings where one was fitted. The main reason for non-activation of a smoke alarm was due to the fire not being close enough to the detector to allow activation (42%). HSC's / hot strikes are undertaken following a fire and smoke detectors are fitted where appropriate.

Number of false alarms due to automatic fire detection from non-domestic properties (LI 22)



During 2016/17 we attended 1,801 false alarms due to automatic fire detection from non-domestic properties. This reflects the number of false alarm calls dispatched to as a result of a call being activated by a person or automatic fire detection equipment or fixed firefighting equipment. Non-domestic premises can be classified as a non-residential property, for example a public building, hospital, school or factory.

In 2015, the Service changed its policy and now only attend alarm calls to non-residential properties between 08:00 hours and 17:59 hours when a backup call is received confirming a fire or a physical sign of fire (such as a smell of burning), although some premises are exempt. This change enables us to respond according to the risk, using our resources effectively to ensure that those most vulnerable in our communities continue to get the fastest response in a real emergency. Our performance for 2016/17 showed a 0.8% decrease when compared to the previous year and contributes to a 48.2% decrease over the last eight years.

The following table highlights the top ten non-domestic property types we have attended due to automatic false alarms.

Source of Ignition	Number of Incidents
Education	371
Hospitals and medical care	362
Retail	190
Residential Home	148
Student Hall of Residence	136
Offices and call centres	110
Entertainment and culture	78
Food and Drink	69
Industrial Manufacturing	69
Hotel/motel	51

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

Number of false alarms due to automatic fire detection from domestic properties (LI 23)

During 2016/17 we attended 2,489 incidents due to automatic fire detection from domestic properties, an increase of 2.1% when compared to the previous year. Of these incidents 42.8% were caused by cooking / burnt toast which has been the main cause for the last eight years.

Responding to false alarms does not offer value for money and 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 activations in their properties during agreed times. This work has resulted in a significant reduction in the number of appliances responding to automatic false alarms.

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 below highlights the range of special service incidents that we have attended over the last eight years.

Special Service Type	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
No action (not false alarm)	516	489	351	310	285	303	293	382
RTC	382	353	370	387	332	331	358	342
Effecting entry/exit	165	162	142	192	177	179	162	309
Flooding	211	156	116	319	200	132	227	189
Lift Release	221	177	197	194	202	138	153	155
Animal assistance incidents	93	109	124	95	111	97	77	122
Suicide/attempts	53	95	109	65	100	117	110	110
Assist other agencies	59	91	85	72	97	81	89	104
Other rescue/release of persons	167	175	179	99	96	70	110	101
Removal of objects from people	88	77	81	74	79	87	87	86
Making Safe (not RTC)	102	253	114	87	89	75	195	64
Hazardous Materials incident	34	27	22	36	35	45	45	60
Spills and Leaks (not RTC)	90	90	70	58	50	37	69	52
Removal of people from objects	0	0	0	35	26	28	35	50
Medical Incident - First responder	57	38	41	51	52	64	58	43
Evacuation (no fire)	6	18	19	57	43	33	30	26
Other Transport incident	24	14	19	12	18	18	23	22
Rescue or evacuation from water	22	15	19	37	29	16	25	20
Advice Only	24	24	27	20	26	15	17	15
Stand By	20	18	22	13	22	13	9	4
Water provision	0	0	1	0	0	2	1	1
Total	2334	2381	2108	2213	2069	1881	2173	2257

When compared to last year, attendance at special service incidents has increased by 3.9%.

In addition to the special service incidents above, we also attended 778 Emergency Medical Response incidents as part of a trial which involves co-responding to medical emergencies along with North East Ambulance Service.

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.

PERFORMANCE IMPROVEMENT

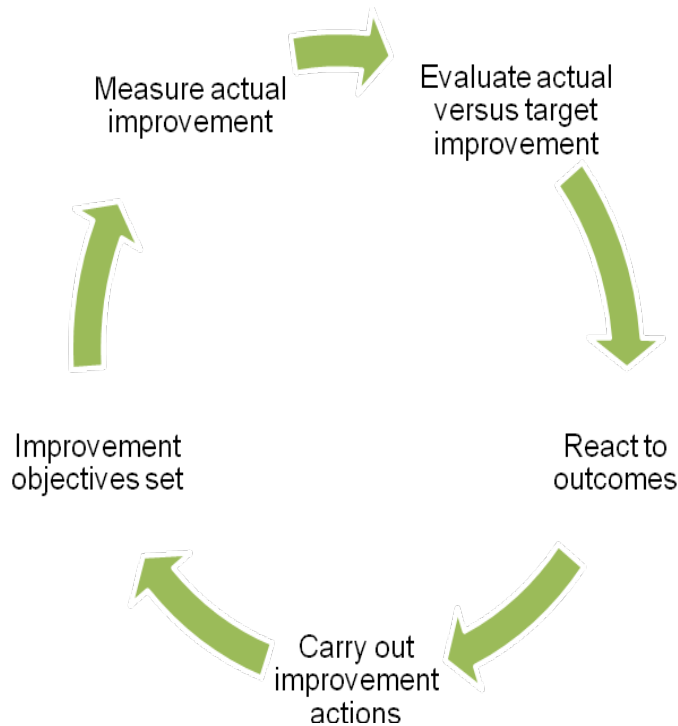
Through the delivery of our goals, priorities, strategies and plans we are able to ensure that our front line services work towards our overall vision and mission. However, it is through our frameworks and processes that we ensure the services we provide are monitored and scrutinised to provide continuous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

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 with effective delivery of initiatives and projects.

Performance is scrutinised quarterly by the Executive Leadership Team and the Authority's Policy and Performance Committee.

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 detailed below:

- **Improvement objectives 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 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 collaboration.

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 PLANNING (IRMP)

Our Strategic Community Safety Plan 2017-20 incorporates our Integrated Risk Management Plan (IRMP). Producing a single document is clearer and more efficient, and ensures that our plans are clearly linked to understanding risk.

The IRMP process is the vehicle we use to make significant changes to the shape of the Service. Proposals are developed on a four year rolling programme to enable medium term planning and consultation with staff, partners and our communities ensuring that services are planned, designed and delivered in a way that balances available resources and community risk.

In recent years the Service has undertaken the following IRMP reviews:

- Review of Operational Response Model
- Control Review
- Feasibility of a Trading Company
- An Organisation and Management Review (OMR);
- Collaboration – to explore further joint working with other emergency services and key partners.

A significant amount of work has been undertaken as a result of these reviews. All of the reviews are complete with the exception of the review of Operational Response Model which will continue to be implemented into 2018, and the Organisation and Management Review was fully implemented during 2017.

Taking the above reviews into account, the Authority will still have a projected funding gap of £1.8m, therefore to address the gap the following actions were agreed in December 2016 and have been added to the Plan covering the period of 2017-20:

- **Action 1** Review how we respond relative to risk.

Examine the operational response delivered by the Service to ensure all opportunities for efficiency are explored, in relation to the risks we face, so that we achieve the best possible outcomes for our community.

- **Action 2** Explore further opportunities for collaborative working with emergency services and other partners.

Drive the collaborative agenda forward where it improves effectiveness and efficiency, strengthening services, increasing innovation, delivering significant savings and better protecting our communities.

- **Action 3** Examine our ways of working and consider opportunities for further efficiency and effectiveness.

Foster leadership and innovation to drive efficiency through a review of our policies, systems and ways of working. Using an intelligence-led approach to maximise personal and organisational performance and minimise risk.

IRMP Consultation

The above IRMP actions are subject to relevant consultation during 2017-20 (dependent upon scope of actions) with a range of stakeholders which could include; members of the public, local strategic partners, ward councillors, MPs, local businesses, partner organisations and representative bodies.

Since the addition of this IRMP action in 2014, we have undertaken further consultation with partners and staff regarding opportunities for further collaboration with partners. Many ideas have been implemented through our Strategic Collaboration Board with Northumbria Police, Northumberland Fire and Rescue Service and the Police and Crime Commissioner.

The public have seen benefits such as:

- Our fire stations are community fire stations engaging with the community, to help build a strong sense of community wellbeing.
- Co-location with other emergency services at over 50% of our stations, improving response times and sharing local knowledge.
- Investment in the state of the art interactive learning facility at 'Safetyworks!' extending the range of services and support for the most vulnerable in our society.

More information can be found at www.safetyworks.org.uk/

OUR STRATEGIC PLANNING FRAMEWORK

Our highest level plan is the **Strategic Community Safety Plan 2017-20 (SCSP)**. This sits at the heart of our revised and streamlined strategic planning framework which removes duplication, encourages leadership and innovation by all, promotes collaborative working, strives for continuous improvement and further embeds equality, diversity and inclusion in all that we do.

The SCSP is combined with our Integrated Risk Management Plan and features our **Community Risk Profile (CRP)**. It 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.

Our SCSP is underpinned by three high level strategies;

Community Safety Strategy – sets a clear vision for Prevention, Protection, Response and Resilience activities and explains how we will shape services and target resources to achieve better outcomes for the community.

Organisational Development Strategy – sets out how we can all work together to lead our people and promote continuous improvement of the Service and improve outcomes for our staff and communities.

Medium Term Financial Strategy – details the financial position of the Service over the medium term and establishes the approach to direct resources to achieve value for money.

By providing high quality services to our communities and stakeholders, we build on our strong partnership approach to ensure we remain one of the safest, most inclusive and high performing public services.

Further details of all of these documents can be found on our website www.twfire.gov.uk or by accessing the hyperlinks .

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.

WHAT OTHERS SAY

The Authority's External Auditors, Mazars, give an annual opinion on our financial statements and whether we adopt correct arrangements for securing economy, efficiency and effectiveness in use of resources (the Value for Money conclusion). The annual audit letter for 2015/16 was received, and indicates that:

- The Authority has made good progress in addressing the financial challenges from public sector austerity and has a proven track record of delivering planned budget reductions.
- The Authority uses its Integrated Risk Management Plan (IRMP) – 2013/17 process to deliver significant changes to the service. An update report in February 2016 provided progress against these actions noting that a projected shortfall in resources of £2.8m over the medium term (2016/17 to 2019/20) had been identified that would be the subject of further IRMP actions, these are yet to be developed.
- Overall, the Authority has responded well to the financial pressures it has faced, at a time of unprecedented reductions in public sector spending, and has a strong track record of delivering savings and keeping within budget.

Specific aspects of our Service are also subject to regular review by Internal Audit provided by Sunderland City Council. The results of these audits are reported to the Governance Committee and available on our website.

We undertake 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% for both, the services we provide at domestic and non-domestic incidents.

Our Other Achievements

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

- Investors in People, Gold Status achieved in 2017
- Royal Society for the Prevention of Accidents (ROSPA) Presidents accreditation, which is a celebration of ten consecutive gold awards
- Accreditation to International Standard ISO22301 for Business Continuity
- Department of Work and Pensions "disability confident employer" in 2016
- Inclusive top 50 Employers award 2016
- FRS Equality Framework "excellent status" maintained in 2016
- Mission readiness for international rescue organisations certification, K9 search teams Urban Search and Rescue (USAR)
- Occupational Health Unit (OHU) three year scheme "North East Better Health at Work Award
- Better Regulation Delivery Office (BRDO) Primary Authority Officer Award.
- Asian Fire Service Association (AFSA) Business Award 2016
- Youth United Foundation (YUF) Social Action award for voluntary work in the local community.

Our Occupational Health Unit (OHU) has recently entered into a three year 'North East Better Health at Work Award' Scheme, promoted by the regional Primary Health Care Trusts with support from Sport England and Trade Union Congress (TUC). The awards scheme progresses from Bronze through Silver to Gold and is aimed at improving the health, safety and wellbeing of our workforce.

We have also joined emergency services across the country by pledging our commitment to the Mind Blue Light programme introduced in 2016. We are committed to raising awareness of mental health across the Service, complementing the work of our award winning Trauma Support Team who provide acute early intervention to firefighters following operational attendance at traumatic incidents.

Our focus on value for money is important to us and during 2016/17 we delivered significant savings throughout the year. For example:

- A review of business rates achieved a one off saving of £800k from Business Rates Appeals Refunds.
- Detailed scrutiny of our procurement and contract management delivered a saving of over £120k.
- Detailed scrutiny of our Private Finance Initiative (PFI) contract has released capital investment for the estate of £180k per annum.

These savings are in addition to the IRMP savings of £1.2m reflected in the 2016/17 budget. The Authority published its 4 year Efficiency Plan in accordance with the government requirements and achieved closure of the Statement of accounts a month earlier than the statutory deadline.

HOW WE MEET THE REQUIREMENTS OF THE NATIONAL FRAMEWORK

We believe that this Statement of Assurance and Annual Report, along with other documents referred to and signposted within it, demonstrates how TWFR meets the requirements of the Fire and Rescue National Framework. These are summarised below.

Requirement	How this is met
<p>Produce an IRMP that identifies and assesses all foreseeable risk</p> <p>The Plan must demonstrate how prevention, protection and response will be used to mitigate the impact of risk</p>	<ul style="list-style-type: none"> • Strategic Community Safety Plan and IRMP • Community Risk Profile • Policies and procedures to implement the Plan, including targeting • Specific IRMP reviews including evidence base • Detailed risk data used in decision making e.g. Workload Modelling, MOSAIC • Community Engagement Strategy • Monitoring of performance by Performance Action Group and Policy and Performance Committee to ensure risk is being mitigated • Improved mapping based on various data sources to provide a comprehensive picture of local risks and increase efficiency • Ongoing Community Safety Education Programme • HSC Re-inspection Programme • Relocation of Station Mike (Marley Park) • Lighter Nights campaign • Improved Mobile Data Terminal (MDT) risk information and maps • Revised Learning & Development Policy.
<p>Work with communities to identify and protect them from risk</p>	<ul style="list-style-type: none"> • Delivery of HSCs • Sharing of NHS (Exeter) Data • Ongoing partnership working • Use of shared data via multi agency groups • Improved Workload Modeller • Historical accidental dwelling fire data cross referenced with Mosaic to

	<p>target most vulnerable for HSCs</p> <ul style="list-style-type: none"> • Partners for life • Recruitment of volunteers • Recruitment of Community Safety Advocates • 100+ partners referring vulnerable people to TWFRS • Introduction of Employee Advisory Groups • Attendance at local community events e.g. Mela and Pride • Introduction and development of Social Media • Formation of Risk Group • Development of Risk Management Assurance Database (RMAD).
IRMP should set out the management strategy and risk based programme for enforcing the Regulatory Reform order	<ul style="list-style-type: none"> • Introduction of Risk Based Inspection Programme (RBIP) • Development of Post Fire Audit guidance • Ongoing agreement of Primary Authority Scheme (PAS) with Sainsbury's
Make provision to respond to incidents and reflect this in IRMPs	<ul style="list-style-type: none"> • Improved incident performance • Introduction of Day Crewing Close Call (DCCC) staffing • Introduction of Emergency Call Management Policy • Launch of new mobilising system • Negotiated common command arrangements • Undertake compatible training exercises e.g. Exercise Endeavour • Introduction of Targeted Response Vehicles (TRV's) • Cross border response arrangements • Introduction of Cobra cold cutting • Collaboration with NEAS (EMR) • Contingency re Industrial Action • Review of Operational Response • Introduction of swap a shift

	<ul style="list-style-type: none"> • Zero fire deaths in 2012/13 • Introduction of digital fire ground radios • Automatic Fire Alarm (AFA) Policy change • Development of Resilient Tyne and Wear Plan
(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	<ul style="list-style-type: none"> • Community Risk Profile • IRMP Consultation Programme • Sustainable change and increased efficiency
Have effective business continuity arrangements	<p>ISO22301 accreditation</p> <ul style="list-style-type: none"> • External and Internal Audit accreditations • Relevant BCP
Collaborate with other FRAs, other emergency services and Local Resilience Forum (LRF) to deliver interoperability	<ul style="list-style-type: none"> • Mutual aid agreements • Local Resilience Forum (structures, roles, plans, procedures and exercising records etc.) • Common systems for Command and Control with Northumberland FRA • Further collaboration with Northumbria Police and NEAS • Multi agency exercises • Deployment of special assets e.g. USAR and HVP • Mass decontamination resource • DIM re CBRN and MTFA • Relaunch of SafetyWorks! • Shared resources including fire dog; Spencer • Assisted other FRS re flooding incidents (Morpeth 2012, Somerset 2013, North Yorkshire 2015 and Carlisle 2015) • SLA with DDFRS re IOSH Training • Developed USAR training to be shared with partners

	<ul style="list-style-type: none"> • Joint exercises working group • JESIP
Engage with the Fire and Rescue Service Strategic Resilience Board (SRB) to support discussions and decision making on national resilience	<ul style="list-style-type: none"> • Policies and procedures relating to local and national risks • Engagement in Chief Fire Officers Association (CFOA) groups relating to resilience • Ongoing development of USAR
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	<ul style="list-style-type: none"> • NRAT multi capability assurance inspection • Multi agency community risk register (LRF)
(Assurance) Work collectively and with SRB 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	<ul style="list-style-type: none"> • As above plus independent assessment via National Resilience Advisory Team (NRAT) audits • External audit of financial systems and value for money

<p>Work in partnership with their communities and a wide range of partners locally and nationally</p>	<ul style="list-style-type: none"> • 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) • HSC, signposting and data sharing • Collaboration on diversionary activities
<p>(Scrutiny) FRAs must hold the Chief Fire Officer to account and have arrangements in place to ensure their decisions are open to scrutiny</p>	<ul style="list-style-type: none"> • Corporate Governance Framework • Standing Orders • Annual review of governance • Authority minutes
<p>FRAs must make their communities aware of how they can access data and information on performance</p>	<ul style="list-style-type: none"> • Statement of Assurance and Annual Report (since 2013) • Quarterly performance reports (benchmarked with Mets) • Compliance with the data transparency code as exemplified on website • Policies and procedures relating to data • Policies and procedures relating to information governance • Data & Information Strategy • Publication of Privacy notice • Compliance with all recommendations of the Transparency agenda e.g. publication of senior salaries, procurement and expenditures • ICO publication scheme • Publication of peer review action plans • Publication of pay policy statements • IRMP Consultation • Publication of FOI FAQs.

Addendum	
Requirement	How this is met
Have a process of fitness assessment and development to ensure that operational personnel are enabled to maintain the standards of personal fitness required in order to perform their role safely;	<ul style="list-style-type: none"> • Work between Occupational Health Unit (OHU) and LD to determine a strategy for all Operational personnel which includes: • All Operational staff provided with the time to undertake physical training on a daily basis when at work • Chester step test – 6 monthly • OHU Monitoring - 3 yearly and 1 yearly health surveillance • Gymnasium on all fire stations and at HQ with time built into station work routine for fitness training • HAVS assessments • Special assessments • Monthly health promotion topics and health education for operational staff • Operational vaccination programme. • Welfare officer support • Access to Welfare officer • Stress awareness programmes • Promoting Positive Mental health programme • Mind, Blue Light Time to Change.
Ensure that no individual will automatically face dismissal if they fall below the standards required and cannot be deployed operationally;	<ul style="list-style-type: none"> • OHU Monitoring and associated fitness plan • Access to physiotherapy service • Accelerated access to health scheme • Welfare officer support • Access to OHU Physician

	<ul style="list-style-type: none"> • Independent qualified medical practitioner • Welfare officer support • Access to Welfare officer • Stress awareness programmes • Promoting Positive Mental health programme • Mind, Blue Light Time to Change.
Ensure that all operational personnel will be provided with support to maintain their levels of fitness for the duration of their career;	<ul style="list-style-type: none"> • As above • Further work ongoing to include fire fit and Gym improvement group.
Consider where operational personnel have fallen below the fitness standards required whether an individual is able to continue on full operational duties or should be stood down, taking into account the advice provided by the authority's occupational health provider. In making this decision, the safety and well-being of the individual will be the key issue;	<ul style="list-style-type: none"> • As above • Ongoing health surveillance • Advice from the Occupational Health Physician • Redeployment if appropriate • Policy and procedure • Annual figures regarding this data • Independent qualified medical practitioner • Welfare officer support • Access to Welfare officer • Stress awareness programmes • Promoting Positive Mental health programme • Mind, Blue Light Time to Change.
Commit to providing a minimum of 6 months of development and support to	<ul style="list-style-type: none"> • As above • The provision of a fitness support with bespoke training programmes

enable individuals who have fallen below the required fitness standards to regain the necessary levels of fitness;	<ul style="list-style-type: none"> • Referral to physiotherapy or other specialist OH advisor when required • A physical fitness plan appropriate for the individual concerned.
Refer an individual to occupational health where underlying medical reasons are identified that restrict/prevent someone from achieving the necessary fitness and that individual must receive the necessary support to facilitate a return to operational duties;	<ul style="list-style-type: none"> • As above • Referral to an Occupational Health Advisor/Physician for effective case management • Written policy for guidelines around this • Risk assessments to determine reasonable adjustments • Welfare officer support • Access to Welfare officer • Stress awareness programmes • Promoting Positive Mental health programme • Mind, Blue Light Time to Change
Fully explore opportunities to enable the individual to remain in employment including through reasonable adjustment and redeployment in role where it appears the medical condition does not allow a return to operational duties.	<ul style="list-style-type: none"> • As above • Recommendations can be made by OHU to assist in this process with regards to capability and reasonable adjustments • Redeployment process • Welfare officer support • Access to Welfare officer • Stress awareness programmes • Promoting Positive Mental health programme • Mind, Blue Light Time to Change
Prepare an annual statement of assurance covering financial,	<ul style="list-style-type: none"> • Statement of Assurance and Annual Report • Documents signposted from it including Statement of Accounts, Annual

governance and operational matters showing due regard for IRMP and Fire and Rescue National Framework	Governance Statement and reports of internal and external auditors <ul style="list-style-type: none"> • Publication of financial information • Financial Resilience
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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 Fire Authority comprises of 16 elected members, nominated by the five constituent councils of Tyne and Wear.

Insert 'family tree' of Fire Authority

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

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 whereby the Governance Committee provides independent scrutiny of the Authority's financial and non-financial position to the extent that it affects the Authority's exposure to risk and weakens the control environment; and the Policy and Performance Committee scrutinises performance information in respect of the Authority's duty to secure best value and to consider policy initiatives in respect of emerging issues.

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

Governance Framework

We have a Corporate Governance Framework in place which 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 ongoing 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 2016 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 seven core principles:

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- Ensuring openness and comprehensive stakeholder engagement
- Defining outcomes in terms of sustainable economic, social and environmental benefits
- Determining the interventions necessary to optimise the achievement of TWFRS intended outcomes
- Developing TWFRS capacity, including the capability of its leadership and individuals in it
- Managing risks and performance through robust internal control and strong public financial management
- Implementing good practices in transparency, reporting and audit to deliver effective 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 2016/17 based on the annual review of effectiveness, was agreed by the Fire Authority on 26th June 2016. The papers include:

- Annual Governance Review report
- Local Code of Corporate Governance
- Annual Governance Statement 2016/17
- Action plan

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

Local Audit and Accountability Act 2014

Tyne and Wear Fire and Rescue Authority adhere to the Department for Communities and Local Government's 'Code of Recommended Practice on Local Authority Publicity'.

The code became effective in March 2011 and provides guidance on the content, style, distribution and cost of local authority publicity.

In 2014 compliance with the code became statutory as part of the Local Audit and Accountability Act 2014. Tyne and Wear Fire and Rescue Authority's communications policies abide by the code.

Fair Processing Notice / Privacy Notice

Privacy Notice 2017

Being transparent and providing accessible information about how we use personal information is a key element to the Data Protection Act 1998 and the upcoming General Data Protection Regulation (GDPR)

We need to handle personal information about people so that we can provide better services and provide a safer community. Within TWFRS we manage and protect information by adopting the approaches noted below.

When we ask you for personal information either online, face to face or over the telephone we are committed to:

- Making sure the person knows why we need it.
- Asking for information that we need. We will not collect too much or irrelevant information.
- Protecting personal information to ensure appropriate access and control.
- Ensuring people are aware if information is shared with other organisations to give you better public services.

In addition:

- We will make sure that we don't keep personal information any longer than is necessary.
- Personal information will not be made available for commercial use.
- We will delete any personal information which we hold if you request us to do so.

In return we ask you to:

- Provide us with accurate information

Your rights:

- You can request to see any personal information we hold on you and amend it if there are any mistakes.
- You can have access to sharing data agreements we have with other organisations.
- You can request to have any personal information deleted from our databases.

MANAGEMENT OF CORPORATE RISK

TWFRS policy on risk management is to ensure the successful delivery of our corporate goals through the effective management of risks 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 e.g. supporting identification and assurance of strategic, departmental and project risks.
- 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 e.g. Corporate Risk Register
- Take advantage of opportunities
- Anticipate changing social, environmental and legislative requirements that may impact on the Service.

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 Statement of Assurance and 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 the sustainability of collaborative work and therefore a detrimental impact on the communities that we serve
- Risk that further budget cuts will mean that we have to make decisions that will detrimentally affect the delivery of front line services
- Industrial unrest nationally and / or locally with regard to conditions of service (including ongoing organisational change management programmes) results in industrial action and impacts on service delivery
- Disruption to the operation of key ICT systems / applications resulting in downtime.

BUSINESS CONTINUITY MANAGEMENT AND RESILIENCE

Following certification in February 2015, the Service continues to conform to the International Standard; ISO22301:2012 for Business Continuity. The Risk Team work alongside all functions and department heads to embed Business Continuity across the Service. This ensures we have the necessary resilience to deal with periods of disruption to our normal operations.

Moving forward the team continue to seek improvements in this area by undertaking internal audits, planning exercises and testing various elements of the Business Continuity Management System.

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, Cyber Attacks, 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.

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 2016/17. The figures in this summary have been prepared with regard to proper accounting practice.

Revenue finances

The revenue budget for 2016/17 was set at £48.832m. The actual expenditure incurred was £48.788m. The revenue account for 2016/17, below, shows the net cost of running the Authority's services during the year, and how these were funded.

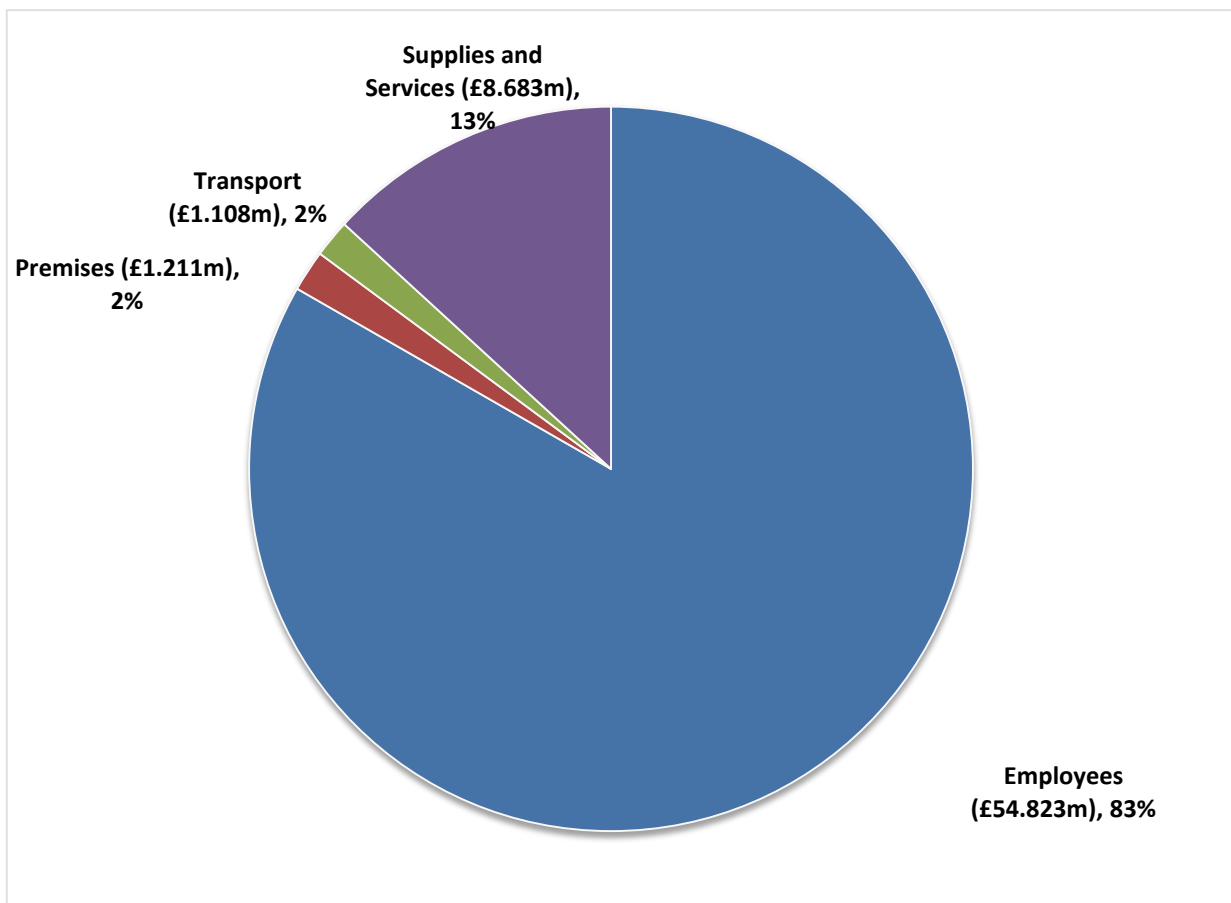
	Net Expenditure
	£'000
Community Safety	4,508
Fire Fighting and Rescue Operations	24,585
Corporate and Democratic Core	180
Non Distributed Costs	1,067
Exceptional Items	8,639
Net Cost of Services	38,979
Other Operating Income and Expenditure	26,846
Net Operating Expenditure	65,825
Financed by:	
Revenue Support Grant & General Grants	(13,180)
Top Up Grant	(10,064)
Business Rates & Collection Fund	(4,454)
Council Tax Precepts & Collection Fund	(21,090)
Income and Expenditure Account (Surplus) / Deficit	17,037
Capital Financing	(2,985)
Net transfer to/(from) Reserves	(14,052)
Movement in General Fund balance in the year	0
General Reserve balance at start of year	(3,943)
General Fund balance carried forward	(3,943)

The net operating expenditure of £65.825m includes £24.470m 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 £7.650m from the IAS19 Pension Reserve.

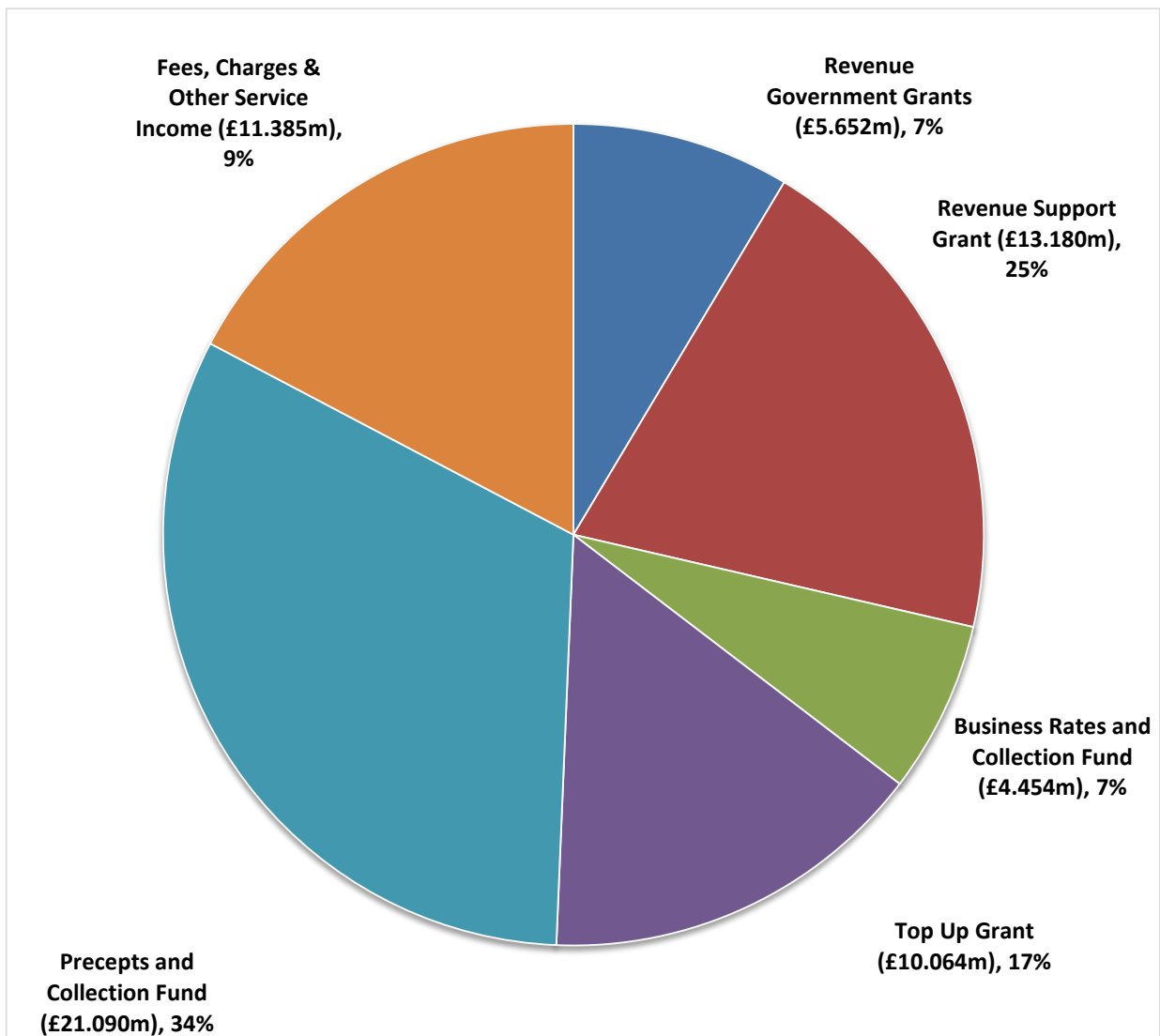
WHERE THE MONEY WAS SPENT

The Authority's net expenditure was £65.825m. 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 2017.

	£'000
Buildings, land and other assets owned by the Authority	67,618
Short-term investments	33,937
Money owed to the Authority - (debtors)	9,975
Money owed by the Authority - (creditors / borrowing)*	(878,705)
Provisions	(11,141)
	(778,316)
Financed by:	
Revaluation reserve and capital adjustment account	32,982
Usable capital receipts	3,285
Pension reserve	(837,910)
General fund balance	3,943
Earmarked reserves	19,324
Other unusable reserves	60
	(778,316)

* 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 21 year period.

CAPITAL FINANCES

The Authority spent £2.446m on capital schemes during 2016/17. The main schemes were:

	£'000
Property Related Schemes	953
Equipment - Operational and Information Technology	942
Vehicles	551

The 2016/17 programme was financed as follows:

	£'000
Revenue Contribution to Capital Outlay	194
Grants/Capital Contribution	2,040
Earmarked Reserves	212

AUDITORS FINDINGS

Description	2013/14	2014/15	2015/16	2016/17
Annual Accounts submitted for audit on time	✓	✓	✓	✓
Number of audit qualifications*	0	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 2015/16** to the Fire Authority on 15 November 2016 and this is available on our website. The letter concluded that we managed our financial position well. Budget setting was robust and close monitoring ensured delivery of spending within budget.

The Auditors also acknowledged that the Authority is financially resilient. The **Medium Term Financial Strategy** sets out how the Authority proposes to deal with the difficult economic climate and funding cuts. The earmarked reserves set aside for specific plans and projects will help the Authority to manage the financial challenges over the next few years.

IMPACT OF FINANCIAL INFORMATION

Financial Planning

Our Medium Term Financial Strategy (MTFS) provides an analysis of the financial position likely to face the Authority over the next three years. It establishes approaches which direct resources to address the strategic priorities of the Authority (as set out in the SCSP), 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 an 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. This process enables required reductions in expenditure to be delivered in a way which takes full account of community risk.

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 2016/17 service reviews have resulted in savings of £1.712m which have been reflected in the 2017/18 Revenue budget. This has enabled us to meet our stretching targets in light of reductions in government funding. Further savings from IRMP will be made to help address the funding gap already identified for 2018/19 and beyond.

PROTECTING THE ENVIRONMENT

TWFRS continue to make significant progress in reducing carbon emissions in support of the Governments climate change objective.

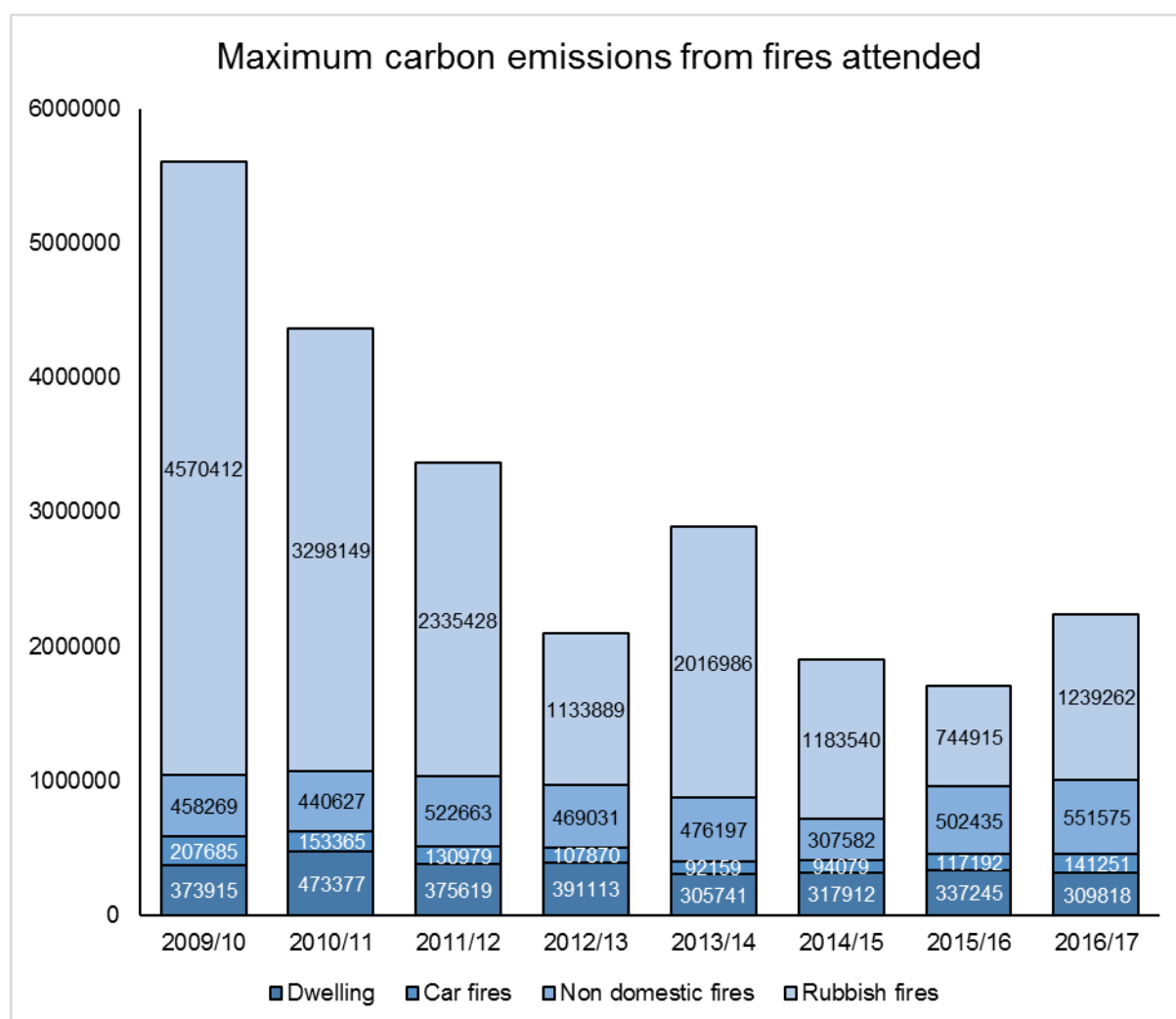
We are in the final stages of installing internal LED lighting; this will ensure that all lighting requirements (internal and external) to our non PFI facilities will benefit from LED illumination. This change will yield annual utility costs savings coupled with the benefit of lower maintenance costs. Work has commenced with our PFI partners on trialling LED illumination at SHQ, the outcome of this trial will help determine future investment from the building owners and FM provider (Carillion)

We are investing in 'rapid charge' electric vehicle charging points; these are located at Technical Service Centre (TSC – installed and in use) and Service Headquarters (SHQ – installation date – July / August 2017)

The Estates and Facilities Department have commissioned a new Stock Condition Survey (SCS) the findings of the survey will help determine medium term financial capital investment, i.e. inefficient heating plant replacement, enhancements to the Building Energy Management System (BEMS) etc.

Carbon emissions

The following graph shows the carbon emissions in tonnes for fire incidents we have attended between 2010/11 and 2016/17.



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

In comparison to 2015/16, there was an 8% reduction in the carbon emitted from dwelling fires (excluding derelict property), a 10% increase in the carbon emitted from non-domestic fires (excluding derelict property), a 21% increase in the carbon emitted from car fires (excluding derelict vehicles) and a 66% increase in the carbon emitted from rubbish fires.

Since 2009/10 there has been an overall reduction of 60% in the total carbon emissions from all fires.

YOUR VIEWS COUNT

Your views are very important to us and having had the opportunity to read our Statement of Assurance and 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](#).

Policy & Engagement Department

Tyne and Wear Fire and Rescue Service
Service Headquarters
Nissan Way
Barmston Mere
Sunderland
SR5 3QY

Telephone 0191 4441669
Fax 0191 4441512
e-mail comments@twfire.gov.uk
Internet <http://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.

Appendix A – Performance Summary of all Local Indicators for 2016/17

Incident Data taken 06/04/2017 from the Performance Management System	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2016/17 Forecast	2016/17 Target
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Deaths and Injuries

LI2	Number of deaths from ALL fires	4	3	3	1	5	3	2	4	5	0
LI1	Number of deaths from accidental dwelling fires	3	3	2	0	4	1	0	3	3	0
LI5	Number of injuries from ALL fires	240	228	241	227	219	220	170	177	182	170
LI3	Number of injuries from accidental dwelling fires (excluding first aid and precautionary checks)	65	67	73	70	58	47	40	43	37	35

Fire Attendance

LI24	Total number of fire calls attended	8375	7951	7863	5315	6436	5600	5744	6080	5684	5398
LI29	Number of primary fires attended	2408	2136	1942	1701	1599	1575	1664	1719	1711	1572

Incident Data taken 06/04/2017 from the Performance Management System

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
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2016/17 Forecast	2016/17 Target
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Accidental Fires

LI8	Number of accidental fires in dwellings	710	649	574	589	570	575	554	563		581	514
LI9	Number of accidental kitchen fires (part 1 of LI 8)	422	410	355	360	361	398	313	323		331	305
LI10	Number of accidental non kitchen fires (part 2 of LI 8)	288	239	219	229	209	177	241	240		250	209

Deliberate Fires

LI33	Number of ALL deliberate fires	6421	6068	6008	3807	4815	3989	4045	4459		4049	3783
LI16	Number of deliberate secondary fires	5270	5157	5171	3159	4213	3444	3380	3718		3327	3162
LI18	Number of deliberate refuse fires	3685	3580	3795	2515	2825	2466	2392	2821		2486	2170

Incident Data taken 06/04/2017 from the Performance Management System

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
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2016/17 Forecast	2016/17 Target
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False Alarms

LI21	Number of malicious false alarm calls attended
LI22	Number of false alarm calls due to automatic fire alarms from non domestic premises
LI23	Number of false alarm calls due to automatic fire alarms from domestic premises

279	272	260	267	242	256	227	243
3475	3438	3096	2671	2456	2532	1816	1801
2451	2381	2445	2671	2565	2566	2437	2489

230	220
1808	1602
2471	2365

Other

LI32	Total number of incidents
LI35	Number of fires in a non-domestic property
LI37	Number of HSC's delivered
LI82	Number of working days / shifts lost to sickness absence by all staff

18997	18472	17679	14772	15526	14501	14377	15459
336	333	301	241	245	241	245	217
n/a	n/a	n/a	n/a	n/a	36658	34851	33106
n/a	n/a	n/a	5.94	6.39	6.67	7.03	5.38

14907	13668
201	234
n/a	n/a
n/a	5.9

Target achieved =	
Within 2.5% of target being achieved =	
Target missed by more than 2.5% =	

