

WEST MIDLANDS FIRE SERVICE
PERFORMANCE MANAGEMENT INFORMATION

1. POLICY

It is the policy of West Midlands Fire Service to work to continuously improve performance through the adoption of performance management systems. Performance management can be defined as taking action in response to actual performance to make outcomes better than they would otherwise be. This performance might be at an individual, watch, station, department, corporate or community level.

2. STRATEGY

Performance management is the responsibility of all managers within the organisation. To assist managers to achieve this policy, various data and information is made available. This Order sets out to detail the available sources of data and information.

3. DATA AVAILABILITY

Data and information for managers can be gained from several distinct sources.

3.1 The Statistics Section

Information and data available from the Statistics section includes:

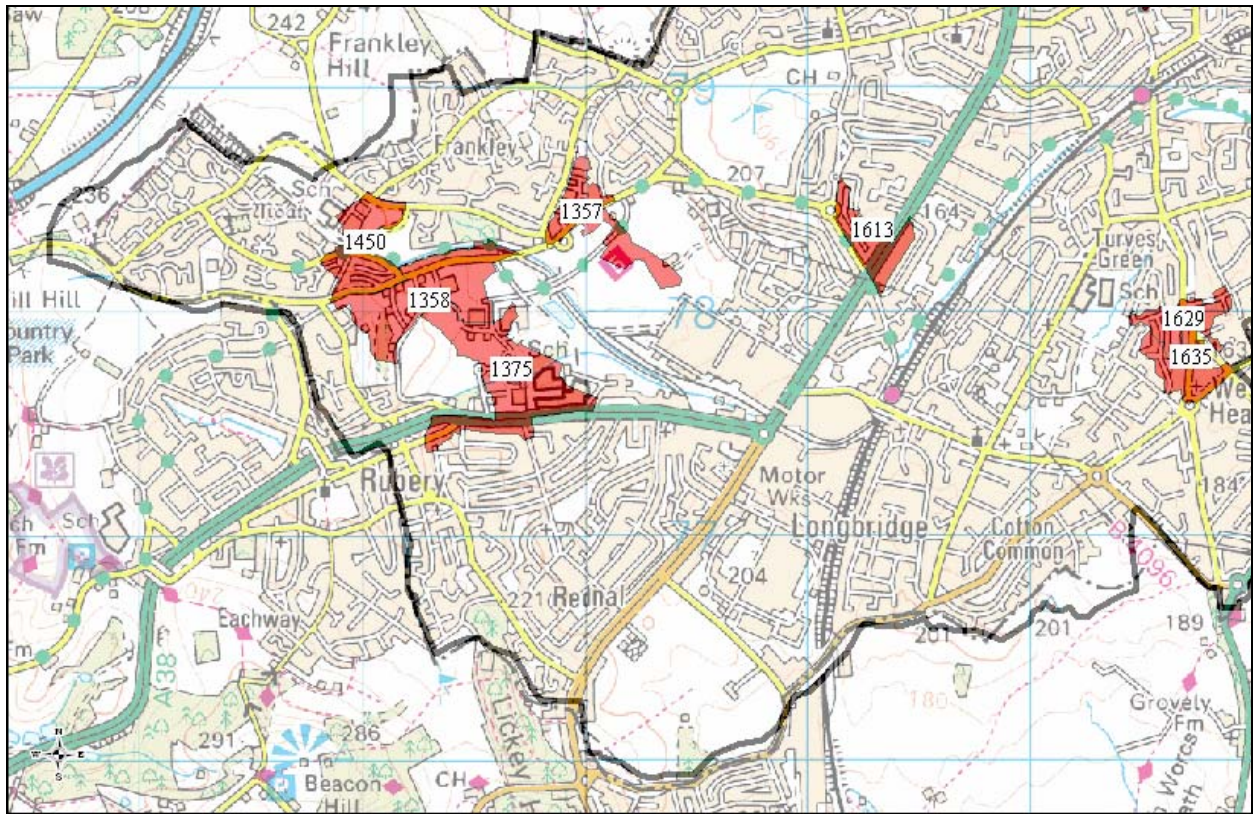
- Data about the incidents that occurred on any Station, Training Group, Ward or District area.
- Data about the incidents that any station attended.
- Data in the form of maps, graphs, tables or spreadsheets.
- Data recorded by Command and Control, the MDT and on the FDR1.
- Data from 1st January 1998 to the present date.
- Ready processed data from external sources e.g. Census data and Police data.
- In addition, the Statistics section can also give assistance with:
- Obtaining data from the 'Raw Data' screen on the Live Web.
- Using the 'Raw Data' in excel.
- Interpreting the maps and excel data distributed for the Directed Action Planning process.
- Interpreting the 'Performance Indicator' charts on the Live Web.
- Completing FDR1s and stopcodes.

3.2 Hot spot Maps and data

Updated maps showing the busiest output areas in the Brigade for each of ten Performance Indicators are distributed to all Station Commanders and Fire Safety Centres annually. Microsoft Excel files of the associated raw data are also distributed. The ICT

Trainer at BTC can also provide training in using data in Microsoft Excel to any personnel who require it.

An example of a hot spot map:



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An example of hot spot data:

Microsoft Excel - Accidental dwelling fires data.xls

File Edit View Insert Format Tools Data Window Help

Type a question for help

Times New Roman 10 B I U

E6 MONDAY

	A	B	C	D	E	F	G	H	I	J
1	Accidental dwelling fires - 1.7.02 to 30.6.04									
2	Training group	Station	Incident number	Date	Day	Time	Output area number - See Map	Output area code	No. of accidental dwelling fires in output area	No. of households in output area
3	3	E09	52264	01-Jul-02	MONDAY	09:44		00CSFF0024	1	131
4	2	E03	52291	01-Jul-02	MONDAY	11:49	6797	00CUFC0031	4	114
5	4	D06	52298	01-Jul-02	MONDAY	12:11		00CSFE0001	1	119
6	8	B01	52306	01-Jul-02	MONDAY	13:12		00CTFR0009	1	118
7	9	B03	52457	01-Jul-02	MONDAY	22:31		00CQFK0005	1	131

Data Pivot table

Draw AutoShapes

Ready

NUM

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10:32

3.3 Charts on the Intranet

To access **ALL** Performance Indicator Charts, click on the link to **Performance & Planning** under **QuickLinks** at the bottom left of the Intranet Homepage. From the

menu on the left of the page, you can access individual links to most local Performance Indicators and some of the Best Value Performance Indicators, broken down to cover the whole Brigade area, Local Authority district area, Station Group area and individual Station area.

A fully detailed description and user guide for all data types available on the Intranet can be found in the Performance & Planning Library, under Help Files. A brief description of each chart type is given here. The indicators are represented in several formats. These are:

- **Comparison charts.** The purpose of these is to indicate which station areas contribute most to a particular call type. This enables:

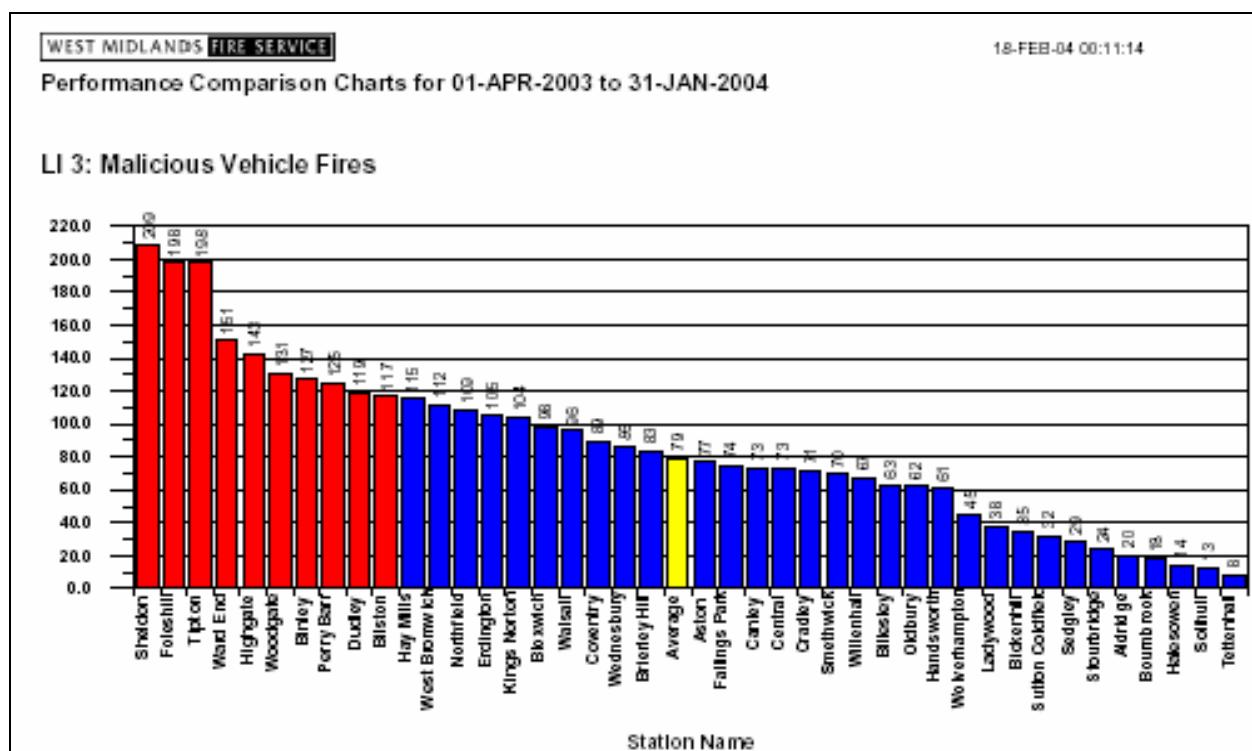
Station Managers:

- to identify whether they should be addressing particular incident types in their local plan,
- to judge the scale of any problem they have with an indicator against 'the big picture'.

Brigade and Departments:

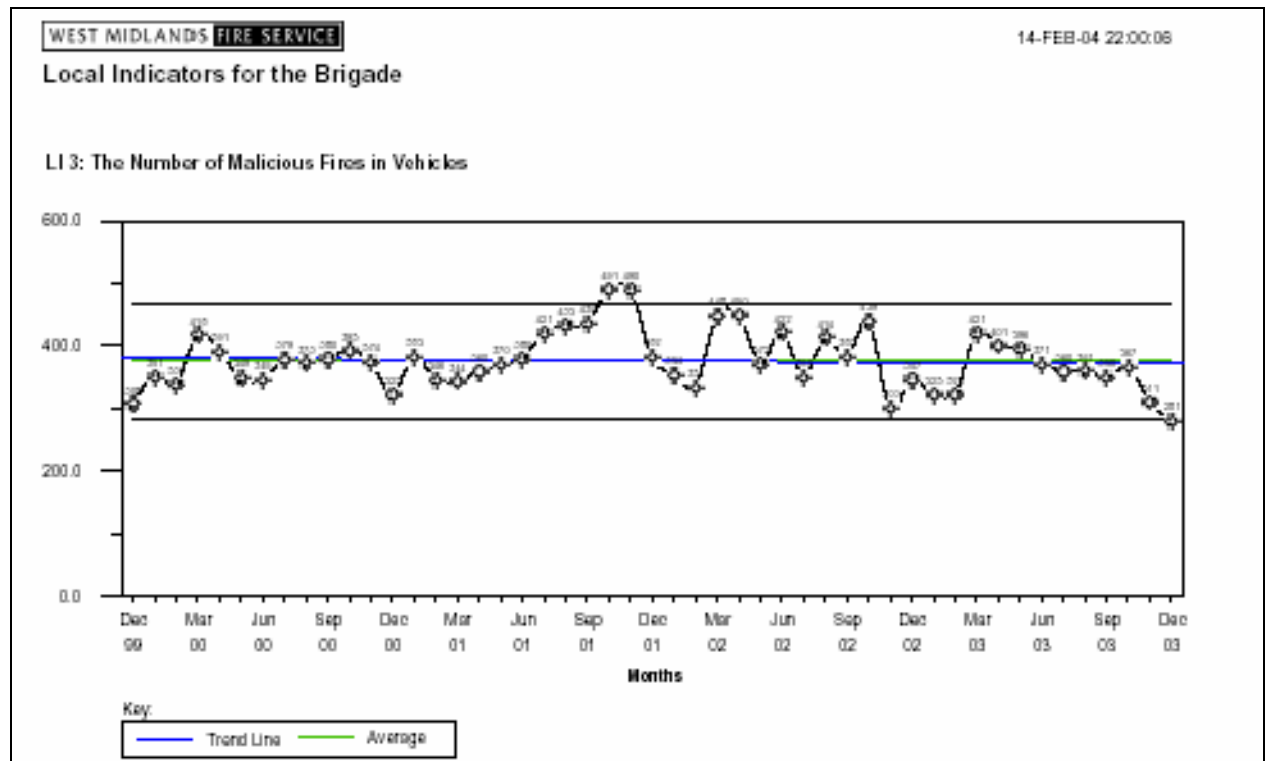
- to identify hotspot areas (albeit crudely, until an electronic Geographical Information System (GIS) is a reality), for planning resource allocation,
- to enable long-term strategic planning.
- to provide informed advice and information to government and local authorities.

An example of a station comparison chart.



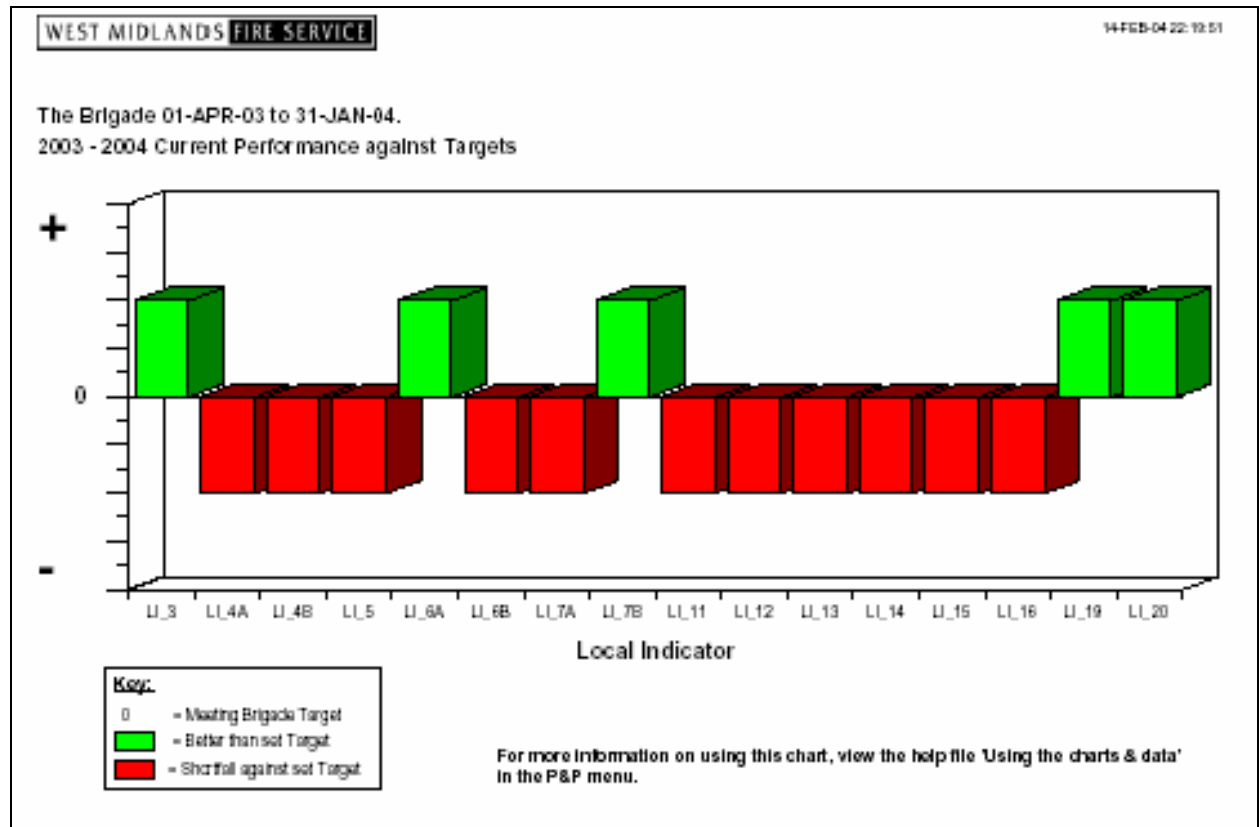
- **Performance Indicator charts.** These show the actual number of incidents attended each month, and show trends and control limits to identify exceptional activity.

An example of a performance indicator chart.



- **Performance Summary charts.** These show whether or not the percentage Brigade target is being met, broken down to station and brigade area for each indicator.

An example of a performance summary chart.



3.4 Data on the Intranet

The Raw Incident Data enables you to obtain details of all the incidents the Brigade attended. There is a comprehensive search facility so you can choose what type of incidents you're interested in, in what area and between which dates. You can either print the data from the screen or you can export it to Microsoft Excel so you can manipulate the data further. The data enables you to investigate types of incidents that are occurring in any area, and for FDR1s the causes of the fire (smoking, cooking etc.), the location of the fire (kitchen, bedroom etc.), smoke alarm ownership and the number of injuries and deaths.

The raw data retrieval screen

WMFS: Statisticians Service

Action Edit Query Block Record Field Help

Scr-Id :IN_DATA_SCREEN Raw Incident Data Date : 20-FEB-04

RAW Incident Data

Start Date 01-JAN-2004 End Date 20-FEB-2004 Order by... Incident Date and Number

Station	Inc No	Date	Day	Time	Financial Year	Address

DELIMITED FILE PRINT LAST QUERY REFINE QUERY NEW QUERY

This information is solely for Brigade use. If this information is required for external use please contact the Data Protection Officer on 380 6535.

Enter a query; press F8 to execute, Ctrl-Q to cancel.

Record: 1/1 Enter-Qu... <OSC>

To access the data click on 'Raw Incident Data' on the Ops/Mobs menu on the live web. A help file can be found by clicking on **Helpdesk** from the Intranet home page, and then **Rawdata – Quick Reference** under Help Guides. A detailed user guide, showing how to import raw data into Microsoft Excel is also available from the Performance & Planning Library under Help Files.

3.5 Data on the Internet

Below are listed some of the types of data available to managers on the Internet, to enable them to set effective targets and manage performance.

- **Cosmos (Community Safety Mapping On-line System)**

<http://www.cosmos-bcsp.com/>

This is the Birmingham data warehouse and includes data from the Brigade and from the Police, Ambulance and Youth Offending Service for the whole of the West Midlands Metropolitan area.

- **Neighbourhood Statistics**

<http://neighbourhood.statistics.gov.uk/default.asp?nsid=false&CE=True&SE=True>

This web site provides data for each ward or district on a number of topics including census data, education data, housing and indices of deprivation.

- **Indices of Deprivation**

www.odpm.gov.uk/indices

The Indices of Deprivation combines a number of indicators across seven domains (income, employment, health deprivation and disability, education, skills and training

deprivation, barriers to housing and services, living environment deprivation and crime). They are available for each Local Authority, and for 'Super Output Areas' (these are groups of output areas).

- **Crime and Disorder Reduction Partnerships (CDRP)**

<http://www.crimereduction.gov.uk/regions08.htm>

The 1998 Crime and Disorder Act required local authorities and the police to work with other key agencies in partnership to tackle crime and disorder in their area. The Act stipulated that each local partnership has a responsibility to develop and implement a joint Crime and Disorder Reduction Strategy every three years. The above link takes you to a page where you can click on any relevant Local Authority to view the CDRP web sites. They can provide you with details of the problems that other agencies perceive in any area and what strategies are to be put in place to tackle them.

- **Local Authority data**

Many local authorities carry out local surveys and consultations that may give a more in depth picture of what the issues are for the public. It will often include data from face to face interviews and focus groups. An example of this is 'Sandwell Trends 2003':

<http://www.smbc.sandwell.gov.uk/sandwellborough/research/trends/trendsmain.htm>

<http://www.birmingham.gov.uk> provides census and population information in themes (e.g. older people) and compares areas. You can usually find details of schools with head teachers names and all local councillors' names from any Local Authority web site, as well as information about local area management (such as the Sandwell Town Teams).

- **The British Crime Survey**

http://www.odpm.gov.uk/stellent/groups/odpm_fire/documents/sectionhomepage/odpm_fire_page.hcsp then search on 'British Crime Survey'.

The British Crime Survey reports the numbers and types of fires that occur, rather than just those that are attended by Fire Brigades. The survey reports that 28% of fires are attended by a Fire Brigade; arson fires and outdoor fires are most likely to be attended. The document provides some very interesting data about the people who are most at risk from fire; and an analysis of the types of people who are least likely to own a smoke alarm.

- **National Fire Statistics**

http://www.odpm.gov.uk/stellent/groups/odpm_control/documents/contentservertemplate/odpm_index.hcst?n=4844&l=3

The ODPM publish national fire statistics every year, and a smaller 'Fire Statistics Monitor' each quarter. This includes analysis of national fire trends in the causes of fires, smoke alarm ownership and fire spread. It also includes details of false alarms and of secondary fires. The latest publication is for 2002 (published in April 2004).

- **The National Community Fire Safety Centre Toolbox**

<http://www.firesafetytoolbox.org.uk/ncfsc/default.htm>

The National Community Fire Safety Centre Toolbox aims to provide advice and guidance about how to analyse and interpret data; about 'hot topics' such as HMOs, smoke alarms and fire works; and information about those who are at greatest risk.

4. CROSS REFERENCES

Standing Order 23/01 Performance Management Framework

5. RESPONSIBILITY AND REVIEW/AMENDMENT DETAILS

5.1 Responsible Director/Department

This order is the responsibility of the Director, Performance & Planning Department, Performance Management section.

5.2 Created/Reviewed/Fully Amended

Created by Station Officer, Performance Management, December 2004. Review due December 2005.