

**WEST MIDLANDS FIRE AND RESCUE AUTHORITY**

**SCRUTINY COMMITTEE**

**1 SEPTEMBER 2014**

1. **AN ANALYSIS OF PROGRESS OF CORPORATE PERFORMANCE AGAINST 'THE PLAN' – QUARTER FOUR 2013/2014**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Committee note the status of the Service's key Performance Indicators in the fourth quarter of 2013/2014 (Appendix 1).
- 1.2 THAT the Committee note the progress made in delivering the six strategic objectives contained in 'The Plan' 2013/2016 (Appendix 1).

2. **PURPOSE OF REPORT**

This report is submitted to provide the Committee with an analysis of the organisation's performance against 'The Plan' for 2013/2014.

3. **BACKGROUND**

- 3.1 The fourth Corporate Performance Review Meeting of 2013/2014 took place on 4th June 2014. This quarterly meeting which is attended by the Chair of the Scrutiny Committee, Corporate Board and Strategic Managers provides a joined up method of managing performance and for providing assurance around the ongoing performance of 'The Plan'.

## Performance Indicators

3.2 The setting of targets against the operational and other performance indicators enables the Service to: define in key areas the improvements which contribute to making West Midlands safer and manage the resources allocated to this work. The Service is improving and meeting targets across a range of indicators.

3.3 Appendix 1 details performance against our:-

- Operational Performance Indicators;
- Health and Safety Performance Indicators;
- Human Resources Performance Indicators; and
- Strategic Objectives as outlined in 'The Plan' and milestones due for completion within the fourth quarter of 2013/2014.

### 3.4 Operational Performance Indicators

There is one area where performance has deteriorated and has not met the PI targets, PI 1 - the number of accidental fires in dwellings. There are two areas where performance has improved but has not met the PI targets, PI 13 – the number of home safety check points achieved by the Brigade and PI 14 – the percentage of home safety checks delivered to those at high risk.

### 3.5 Health and Safety Performance Indicators

The total number of injuries is above the target for this quarter.

### 3.6 Human Resources Performance Indicators

Performance has deteriorated and has not met the PI target for PI 17 – the percentage of uniformed employees with a disability,

PI 18 – the percentage of non-uniformed and Fire Control employees with a disability, PI 19 – the percentage of all employees with a disability, PI 24 – the average number of working days/shifts lost due to sickness – uniformed employees  
 PI 26 - the average number of working days/shifts lost due to sickness – all staff.

### 3.7 Strategic Objectives

Four of the six corporate action plans are currently meeting the PI target/plan expectations. Two plans - the performance has improved but has not met the PI/plan targets 'Vulnerable People' and 'Our People'. Full details can be found in Appendix 1.

### **Programmes and Projects**

- 3.8 The alignment of the Building upon Success Programme to normal business is now complete with Directors having the accountability for projects within their respective Directorates.
- 3.9 The introduction of a new programme and project system is currently under investigation to provide a future framework to enable for the successful delivery of programmes and projects. This will include due consideration to the formal reporting structures for programmes and projects within the performance management framework.

### **Corporate Risk**

- 3.10 Corporate Risks are those risks that, if realised, would seriously affect the Service's ability to carry out its core functions or deliver key objectives.
- 3.11 In accordance with the Corporate Risk Management Strategy, all risks maintained within the Corporate Risk Register have been reviewed by Senior Risk Owners in order to update the relevant triggers, impacts and control measures and determine a relevant risk score, if appropriate, based on assessment of likelihood and impact.

- 3.12 Following a review of the relevant risk items, the risk rating level for seven of the risks remain at 'Medium'. Two risks, Risk 1 and Risk 5, have remained unchanged at 'High' and two risks; Risk 4 and Risk 10 are classed as 'Low'.
- 3.13 A report of progress against our Corporate Risks is reported separately to the Audit Committee.

#### 4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out. The matters contained in this report will not lead to a policy change.

#### 5. **LEGAL IMPLICATIONS**

The course of action recommended in this report does not raise issues which should be drawn to the attention of the Authority's Monitoring Officer.

#### 6. **FINANCIAL IMPLICATIONS**

- 6.1 The level of response, protection and prevention resources required to achieve the targets for the operational indicators shown in Appendix 1, were considered as part of the Authority's 2013/2014 budget setting process which established a total budget requirement of £107.224 million. As part of the Authority's 2014/2015 to 2017/2018 budget setting process, the current year's budget has been revised and it is estimated that £0.2 million would be transferred to General Balances.
- 6.2 Based on Best Value Accounting Code of Practice, the estimated cost of staff engaged in prevention work including an element for watch based firefighters for 2013/2014 is £15 million.
- 6.3 The cost of delivering services which contribute to the performance achievements comprise goods such as smoke alarms and staff time. The staff time includes those who are solely engaged in prevention work and watch based staff that provide emergency response as well as prevention services.

- 6.4 Expenditure on smoke alarms and other supporting materials in 2013/14 is £289,100.

### **BACKGROUND PAPERS**

'The Plan 2013-16' Strategic Objectives – Level 2 action plans  
Corporate action plan updates  
Corporate Risk 'Position Statements'  
18th February 2013/2014 Budget Setting Authority Paper

The contact name for this report is Michelle Pym, POST Support Officer, 0121 380 7015.

PHIL LOACH  
CHIEF FIRE OFFICER

Key:-	
Green	Performance is meeting/exceeding the PI/Plan forecasts
Orange	Performance has improved but has not met the PI/Plan forecasts
Red	Performance has deteriorated and has not met PI/Plan forecasts

## APPENDIX 1

### Performance Summary 2013/2014

#### Quarter 4

<b>Corporate Objective: <u>Advise &amp; Enforce</u></b> We will advise & enforce on fire safety issues across the West Midlands to comply with fire safety legislation			
<b>Overall Assessment of Performance:</b> <b>Performance is meeting the PI/Plan forecasts</b>			
2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>PI 5 The number of accidental fires in non-domestic premises</b>			
612	631	511	<ul style="list-style-type: none"> <li>There has been a reduction of 20% (120 incidents) compared to the same period last year.</li> <li>Apart from January 2014, every month saw a reduction on the previous year.</li> <li>Solihull had the same number of incidents (32), all other districts made reductions with Dudley (-40%) and Sandwell (-33%) showing the biggest percentage falls.</li> <li><b>Performance is meeting the PI/plan forecasts</b></li> </ul>

[ILO: UNCLASSIFIED]

2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>PI 11 The number of false alarm calls due to fire alarm equipment in non-domestic premises</b>			
<b>3195</b>	<b>3195</b>	<b>2666</b>	<ul style="list-style-type: none"> <li>False alarm calls due to fire equipment in non-domestic premises have reduced by 17% (529 incidents) compared with last year.</li> <li>700 of the incidents are within hospitals and 800 incidents were due to faulty equipment.</li> <li>Two other property types with high numbers are nursing homes (165) and student halls of residence (120),</li> <li><b>Performance is meeting the PI/plan forecasts</b></li> </ul>

### Level 2 Action Plan Summary:

- **Develop an overarching Risk Reduction Strategy** – A new Community Risk Reduction Strategy has been written to encompass prevention, protection and response following the move into the Operations Directorate.
- **Introduce Location Independent Working (LIW)** – Location Independent Working and Intelligence Led Audit Programmes are now working and embedded within Fire Safety. A review of both of these processes will be completed before September 2014.
- **Develop & Deliver a training package to support flexi-duty officers** – Training has commenced and continues, this will be completed by June 2014.
- **Fire Safety Training Officer to be trained to quality assure/internally verify fire safety competence** – This work is continuing, to will be continued into 2014/15.
- **Influence the CFOA review of the National Fire safety Audit** – The Chief Fire Officers Association are looking to introduce a fire safety evaluation process which will allow for an audit to be cut short, if conditions are satisfactory (safe enough) in terms of the safety of people in case of fire.

[ILO: UNCLASSIFIED]

## Performance Summary 2013/2014 - Quarter 4

<b>Corporate Objective: <u>Anti Social Behaviour &amp; Arson</u></b> We will improve the quality of life & economic prosperity of local communities			
<b>Overall Assessment of Performance:</b> <b>Performance is meeting the PI/Plan forecasts</b>			
2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>PI 4 The number of arson fires in dwellings</b>			
<b>268</b>	<b>337</b>	<b>271</b>	<ul style="list-style-type: none"> <li>The number of arson fires in dwellings has stabilised and remains roughly equal to last year.</li> <li>16 arson dwelling fires last year were in Acocks Green ward in Birmingham. The wards with the second highest number were Washwood Heath and Edgbaston, both with eight.</li> <li><b>Performance is meeting/exceeding the PI/plan forecasts</b></li> </ul>
<b>PI 6 The number of arson fires in non-domestic premises</b>			
<b>166</b>	<b>221</b>	<b>157</b>	<ul style="list-style-type: none"> <li>The number of arson dwelling fires this year is nine fewer than last year.</li> <li>The time of day is worth noting for this type of fire, with a third of the fires starting between 9.00pm and 1.00am in the morning.</li> <li>Wolverhampton had 26 incidents and Coventry 27 – accounting for a third of all arson fires in non-domestic properties.</li> <li><b>Performance is meeting/exceeding the PI/plan forecasts</b></li> </ul>
<b>PI 7 The number of arson vehicle fires</b>			
<b>563</b>	<b>770</b>	<b>640</b>	<ul style="list-style-type: none"> <li>The number of arson vehicle fires has increased by 77 incidents since last year.</li> <li>86% of the incidents occurred between 6.00pm and 6.00am.</li> <li>Wards with the highest number of arson vehicle fires include Princes End (Sandwell) 23, Nechells (Birmingham) &amp; Henley (Coventry) 18 each and Westwood (Coventry) 17.</li> <li><b>Performance is meeting/exceeding the PI/plan forecasts</b></li> </ul>

[ILO: UNCLASSIFIED]



2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>PI 8 The number of arson rubbish fires</b>			
<b>2486</b>	<b>3551</b>	<b>2556</b>	<ul style="list-style-type: none"> <li>• There has been an increase of 71 incidents</li> <li>• 2012 was a wet summer and last year we had drier, sunnier weather, it was expected that the figure may be higher.</li> <li>• The month with the highest number of arson rubbish fires was July with 350, while January had the lowest number – 108.</li> <li>• Blakenall ward in Walsall was a particular hotspot with 88 arson rubbish fires.</li> <li>• Princes End in Sandwell had 79 incidents and Henley ward in Coventry had 77 arson rubbish fires.</li> <li>• <b>Performance is meeting/exceeding the PI/plan forecasts</b></li> </ul>
<b>PI 12 The number of arson fires in derelict buildings</b>			
<b>171</b>	<b>160</b>	<b>143</b>	<ul style="list-style-type: none"> <li>• There have been 28 fewer incidents than last year.</li> <li>• Within Kings Norton there were ten incidents, eight within the same road.</li> <li>• <b>Performance is meeting/exceeding the PI/plan forecasts</b></li> </ul>
<b>Level 2 Action Plan Summary:</b> <ul style="list-style-type: none"> <li>• <b>To review &amp; enhance the effectiveness of referral schemes &amp; protocols in place</b> – Limited evaluation has taken place due to the ongoing success of Arson &amp; Anti Social Behaviour initiatives across all areas of the brigade and the need to focus on the higher priority short term issues for restructuring commands. Systems and processes have been put in place for Qtr 1 to give this work a priority in 2014/15.</li> <li>• <b>Use established protocols to horizon scan in each command</b> – This milestone has not advanced further however it is anticipated that newly appointed Operations Commanders will provide a stable foundation for the gathering of information. This work will continue into 2014/15.</li> </ul>			

[ILO: UNCLASSIFIED]

- **Work with partners to target & deliver Arson & ASB within each command** – Newly appointed Operations Commanders have been made aware of organisational priorities for Arson and Anti Social Behaviour. Plans have been put into place in the command area to deliver against the need.
- **Integrate working practices of the Arson Task Force, Fire Safety Statistics** – A more collaborative approach is to be adopted to work with community safety to support commands. This will contribute to balancing work load and organisational expectations.

## **Performance Summary 2013/2014**

### **Quarter 4**

#### **Corporate Objective: Dealing Effectively With Incidents**

We will deliver a safe, economic, efficient and effective emergency response service

#### **Overall Assessment of Performance:**

**Performance is meeting the PI/Plan forecasts**

#### **Level 2 Action Plan Summary:**

- **Site Risk Survey** – The workbook is now completed and the Standing Order released for consultation. The guidance document has been completed and the training is being delivered to Operations.
- **Exercises** – The first multi agency Continual Professional Development master class has been delivered to 50 attendees. Dedicated resource manager appointed as support coordinator for exercise management and organisation.
- **Arrive to Perform** – All planned improvements have been achieved with the exception of a revised booking system. This will be the priority for Qtr 1 2014/15.
- **Resilience Arrangements** – An Alfresco site has been set up in order to change the focus from reaction times to wider attendance times. Reaction times/attendance times are now reported at quarterly performance meetings for Operations.
- **Competitions** – A working group has been established and are looking at the following for future competitions – BA, RTC, Rope, Pumps & Ladders, Driving and Incident Command. Links have been made with London Fire Brigade to explore the 'Fittest Firefighter' competition and its suitability for WMFS.
- **Joint Emergency Services Interoperability Programme** – The JESIP training has commenced at the Tactical level at Qtr 4 and will begin in Qtr 1 for Operational level.
- **WMAS Protocol** – The report into Red 1 calls and prevention services is complete and has been presented to senior stakeholders within both organisations. Awaiting feedback on the most suitable next steps.

[ILO: UNCLASSIFIED]

- **Water Supplies** – A new lead officer has been appointed to follow up on any feedback resulting from the recommendations report.
- **Incident Command** – Excellent progress has been achieved in developing the next steps of the Situational Judgement Test which will allow individuals to obtain personalised feedback.
- **Water Rescue** – The National Operational Guidance on Water Rescue which has completed its consultation period but has not been released has resulted in a natural pause on progress. The IRM team have provided risk data on water rescue to increase understanding of risk profile in preparation for future work.
- **High Rise** – A complete review of the implementation plan has been completed and a revised approach has been agreed with new milestones set for 2014/15. The roll out of cylinder straps continues. A cable entanglement academy package has been released and is already showing benefits. Wolverhampton Green Watch used one of the techniques at an incident after becoming trapped in cabling.
- **Reaction Times** – Findings show that 4 out of 5 command areas have seen improvements in reaction times of between 4 – 10 seconds. These improvements have been made within current policy and without technological upgrades/solutions. Reaction times/attendance times are now being reported on at quarterly performance meetings for Operations.
- **Extended duration Breathing Apparatus** – Approval has been given to roll out EDBA capability across the entire service. Plans are being made to train all crews in this area, including capability and resilience.
- **Command Support Vehicle** – The specification for the vehicle has been agreed and the tender documents completed. The tender is to upgrade 1 vehicle to be a secondary command vehicle. The vehicle itself will be completed during Qtr 2 of 2014/15/
- **Station Self Assessments** – The focus will be on Breathing Apparatus due to the identified problems with downloads. Results from this focus are that 94% of all tests sampled have been completed correctly (850/900). 6% of tests sampled have identified some issues (50/900). 4% of tests sampled have identified 'Minor/Medium' issues (30/900). 2% of tests sampled have identified 'Major' issues (20/900).
- **Injuries** – Visits to Wolverhampton, Tipton and Dudley have taken place and key messages fed into station management meetings including information about slips, trips and falls. An organisational learning panel examining the serious lift fall accident took place in January and an action plan is being implemented.

- **TRACS** – The new TRACS system went live in January. The current indications are that the new business rules are becoming embedded.
- **Critical Incident Debrief** – A CBT specialist has been commissioned to produce a training programme for volunteer debriefing and the agreed protocol regarding initiating defusing.
- **New Threats** – WMFS approach to dealing with Marauding Terrorist Firearms Attacks has been presented to the Home Office for quality assurance.
- **Reliefs and Welfare** – A tender has been produced for the provision of toilet facilities that can be stored at WMFS sites and taken to incidents without delay. This will result in the relocation of the welfare vehicle to Handsworth. There has been agreement from the Red Cross that they are able to provide toilet facilities at incidents below 6 pumps at the request of the Incident Commander.
- **Research and Development** – R&D work has been retitled as 'Bluelightthinkin'. Established social media presence and the release of videos has taken place to increase knowledge of the aims. During this quarter 53 new suggestions have been received. Five trials have now concluded successfully with equipment being introduced as a result. 33 out of the 38 stations are involved in the R&D project.
- **BA Operational Training** – Progress has been delayed due to work on the National Operational Guidance being ongoing until June.

2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
--	--	--	--

**There are currently no Performance Indicators aligned to this Corporate Objective.**

**Performance Summary 2013/2014**  
**Quarter 4**

<b>Corporate Objective: <u>Environment</u></b>			
<b>Overall Assessment of Performance:</b> <b>Performance has improved but has not met the PI/plan forecasts</b>			
2012/2013 Actual	2013/2014 Forecast	2013/2014 Actual To Date	
<b>PI 21 To reduce our carbon emissions</b>			
<b>8669</b>	<b>8496</b>	<b>6921</b>	<ul style="list-style-type: none"> <li>Carbon emissions have reduced overall by 13%. This is contributed to by overall decreases in gas &amp; electricity use, fleet mileage and business travel. However, waste production and water use have increased.</li> <li>Carbon emissions are not accurate, for example, not all water use is metered.</li> <li><b>Performance is meeting the PI/plan forecasts</b></li> </ul>
<b>PI 22a To reduce gas use on stations (units are Mwh)</b>			
<b>17,847 mwh</b>	<b>14,659 mwh</b>	<b>13,413 mwh</b>	<ul style="list-style-type: none"> <li>The use of gas has reduced by 18% overall, it is likely that this relates to the milder winter in 2013/14.</li> <li><b>Performance is meeting the PI/plan forecasts</b></li> </ul>
<b>PI 22b To reduce electricity use on stations (units are Mwh)</b>			
<b>6,250 mwh</b>	<b>5,988 mwh</b>	<b>6,012 mwh</b>	<ul style="list-style-type: none"> <li>The use of electricity has decreased by 4% overall but has not met the target.</li> <li><b>Performance has improved but has not met the PI/plan forecasts</b></li> </ul>

[ILO: UNCLASSIFIED]

## Performance Summary 2013/2014

### Quarter 4

<b>Corporate Objective: <u>Health and Safety</u></b>			
<b>Overall Assessment of Performance:</b> <b>Performance has deteriorated and has not met the PI/Plan forecasts</b>			
2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>PI 19 The total number of injuries</b>			
<b>136</b>	<b>129</b>	<b>157</b>	<ul style="list-style-type: none"> <li>There were 21 more injuries reported than the previous year and the target has been exceeded by 28.</li> <li>There have been multiple injuries at a number of incidents.</li> <li>There were 5 injuries to trainee Firefighters during the recruit courses.</li> <li>Slips, trips and falls remain the main cause of injury 22% this year compared to 32% last year.</li> <li><b>Performance has deteriorated and has not met the PI/plan forecasts</b></li> </ul>
<b>PI 20 Total RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)</b>			
<b>15</b>	<b>14</b>	<b>21</b>	<ul style="list-style-type: none"> <li>21 reports were made to the HSE in 2013/14 compared to 15 in the previous year.</li> <li>11 reports related to slips, trips and falls were incident related.</li> <li><b>Performance has deteriorated and has not met the PI/plan forecasts</b></li> </ul>

[ILO: UNCLASSIFIED]

## Performance Summary 2013/2014

### Quarter 4

**Corporate Objective: Our People**

We will develop a skilled, motivated and flexible workforce reflective of our community, who are focused on continually improving the services we provide to our community

**Overall Assessment of Performance:**

**Performance has deteriorated and has not met the PI/Plan forecasts**

2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>HR PI 17 The percentage of uniformed employees with a disability</b>			
2.27%	2.27%	2.12%	<ul style="list-style-type: none"> <li>• Thirty Four (2.12%) of the 1605 uniformed staff have declared a disability.</li> <li>• Three uniformed staff who declared a disability left the Brigade in 2013/14.</li> <li>• A campaign is being launched with E&amp;D to raise awareness of dyslexia in the workplace.</li> <li>• <b>Performance has deteriorated and has not met the PI/plan forecasts</b></li> </ul>
<b>HR PI 18 The percentage of non uniformed and Fire Control employees with a disability</b>			
6.01%	6.01%	5.74%	<ul style="list-style-type: none"> <li>• Thirty (5.74%) if the 523 non uniformed and Fire Control staff declared a disability.</li> <li>• <b>Performance has deteriorated and has not met the PI/plan forecasts</b></li> </ul>

[ILO: UNCLASSIFIED]



2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>HR PI 19 The percentage of all employees with a disability</b>			
3.26%	3.26%	3.01%	<ul style="list-style-type: none"> <li>• <b>Performance has deteriorated and has not met the PI/plan forecasts</b></li> </ul>
<b>HR PI 20 The percentage of women firefighters</b>			
4.30%	4.70%	4.75%	<ul style="list-style-type: none"> <li>• There are 76 female uniformed staff (4.75%).</li> <li>• Six of the recruits who will be starting with the Brigade in 2014/15 are female.</li> <li>• <b>Performance is meeting the PI/plan forecasts</b></li> </ul>
<b>HR PI 21 The percentage of uniformed employees from ethnic minority communities</b>			
12.35%	12.35%	12.46%	<ul style="list-style-type: none"> <li>• Two hundred uniformed staff (12.46%) are from BME communities.</li> <li>• In 2013/14 seven new starters were BME and nine BME staff left the Brigade.</li> <li>• Two of the recruits who will be starting with the Brigade in 2014/15 are BME and five BME are predicted to retire.</li> <li>• <b>Performance is meeting the PI/plan forecasts</b></li> </ul>
<b>HR PI 22 The percentage of non uniformed and Fire Control employees from ethnic minority communities</b>			
15.12%	15.12%	17.21%	<ul style="list-style-type: none"> <li>• Ninety non uniformed and Fire Control staff (17.21%) are from BME communities.</li> <li>• There have been 9 BME leavers and 11 BME starters.</li> <li>• <b>Performance is meeting the PI/plan forecasts</b></li> </ul>
<b>HR PI 23 The number of all employees from ethnic minority communities</b>			
13.08%	13.08%	13.63%	<ul style="list-style-type: none"> <li>• <b>Performance is meeting the PI/plan forecasts</b></li> </ul>

2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
--	--	--	--

**HR PI 26 The average number of working days/shifts lost due to sickness – uniformed staff**

4.48	4.48	5.14	<ul style="list-style-type: none"> <li>Uniformed sickness has increased by 15% from an average of 4.48 a year in 2012/13 to 5.14 this year.</li> <li><b>Performance has deteriorated and has not met the PI/plan forecasts</b></li> </ul>
------	------	------	---

**HR PI 27 The average number of working days/shifts lost due to sickness – non uniformed staff & Fire Control**

9.81	8.83	7.92	<ul style="list-style-type: none"> <li>Non-uniformed and Fire Control staff lost an average of 7.92 full time equivalent shifts due to sickness.</li> <li><b>Performance is meeting the PI/plan forecasts</b></li> </ul>
------	------	------	--

**HR PI 28 The average number of working days/shifts lost due to sickness – all staff**

5.69	5.47	5.82	<ul style="list-style-type: none"> <li><b>Performance has deteriorated and has not met the PI/plan forecasts</b></li> </ul>
------	------	------	---

**Level 2 Action Plan Summary:**

**Organisational Development & Cultural Change**

**Further develop the culture to enable greater freedom based around values and personal accountability**

- The Employee Opinion Survey was carried out in January 2014, for the first time the survey was supported by both the Fire Brigade Union and Unison.
- The results were broken down into categories and released during quarter 1.
- The Strategic Approach to Organisational Development was approved by Corporate Board following a series of workshops ensuring an inclusive approach.

[ILO: UNCLASSIFIED]

**Develop individuals using the IPDS framework to ensure that they have a clear understanding of what is expected from them and by equipping them with the skills, knowledge and experience (people, process and systems) to deliver sustainable improvements**

- West Midlands Employers Coaching Pool provided a coaching gym in March and a cross section of staff attended.
- Managers within WMFS have also volunteered to be part of Birmingham City Council's Mentoring Pool.
- Melio developments have taken place to incorporate the new Core Fire Functions. The Core Fire Functions are currently being used by new trainee firefighters within their Development Plans.

**Strengthen our leadership capability and continue to develop and grow leaders at all levels**

- Six invitations to tender have been sent out for the Leading Excellence Programme, this will be evaluated during Qtr 1.

**Embed effective equality strategies, delivering our equality objectives to achieve equality outcomes**

- Stage 1 of the work has been completed to meet outcomes of the Achieving Excellence Action Plan. Stage 2 is underway to gather evidence to establish the current position and work towards closing gaps.

**Learning & Development**

**Provide career enrichment opportunities through secondments, work placements, mentoring, shadowing and other development initiatives**

- A stakeholder engagement group has completed the initial review and agreed the amendments to the CPD scheme. An outcome of this review is that the scope of the Services approach to CPD needs to be broadened and this would include the national CPD scheme.
- Working in partnership with Birmingham City Council and West Midlands Police the second Future Leaders Programme has been launched. Unique work placements aimed at both under graduates and post graduate students to wish to work within the Public Sector.
- The work experience programme continues to grow and we have implemented a structured and targeted programme of activity aimed at Year 10 and Year 11 students.

**Employee Engagement**

**Continue to upskill and support managers with managing change and engaging with employees and their representatives so that employee relation issues are managed at an early stage with consideration of the Information, Communication and Engagement Regulations.**

- A course is currently being developed in the effective management series to support upskilling of managers. The focus of the training is around the behaviours of managers during people management activities.

## Performance Summary 2013/2014 - Quarter 4

**Corporate Objective: Road Safety**

We will improve the road safety through targeted action

**Overall Assessment of Performance:**

**Performance is meeting the PI/Plan forecasts**

2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>PI 15 The number of people killed and seriously injured in Road Traffic Collisions</b>			
<b>985</b>	<b>980</b>	<b>Provisional data due to issues with Police data not yet complete</b>	<ul style="list-style-type: none"> <li>During Qtr 4 there has been 6 fatalities across the West Midlands, compared to the same quarter last year the statistics show a reduction of 50% in fatalities, down from 12.</li> <li>The total amount of fatalities for the period of 2013/14 is 55 (this figure may change due to only having received provisional data).</li> <li>The spread of accidents focus on car occupants 16-29, Pedestrians, Motor Bikes and Pedal Cycles.</li> </ul>

**Level 2 Action Plan Summary:**

- Prevention work with Local Authorities has reduced this financial year due to cuts in local authority spending.
- The only work delivered to schools, sixth forms and colleges is via the WMFS Road Casualty Reduction Team.
- The second West Midlands Road Safety Partnership board meeting took place in March. A programme of funding was agreed by the board for 2014/15. A total allocation of £112,500 is available for a variety of Road Safety programmes.
- The WMFS Casualty Reduction Team has delivered two programmes for the West Midlands Road Safety Partnership this year, 'How Safe Are You' – 386 sessions and 'Your Choice On The Road' – 90 sessions. The total income £63,308.
- The Road Casualty Reduction Team are looking into various programmes where an income could be generated and are discussing potential opportunities to work with external companies.
- Approval is still required to run an 'Older Drivers Session', following a meeting with Walsall Clinical Commissioning Group.
- Road Safety event was organised by the RCRT and Cllr. Clinton. This was to target the high level of incident within the Tyburn Ward which has seen this area being converted to a 20mph zone.

[ILO: UNCLASSIFIED]

## Performance Summary 2013/2014

### Quarter 4

**Corporate Objective: Vulnerable People**

We will improve the safety of our communities at risk from fire

**Overall Assessment of Performance:**

**Performance has improved but has not met PI/Plan forecasts**

2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>PI 1 The number of accidental fires in dwellings</b>			
<b>1668</b>	<b>1616</b>	<b>1742</b>	<ul style="list-style-type: none"> <li>The number of accidental dwelling fires has increased by 4%; this equates to 74 more incidents.</li> <li>Birmingham and Solihull had fewer accidental dwelling fires.</li> <li>Dudley and Walsall saw the biggest rises. Dudley had 198 compared to 164 last year, while Walsall had 158 compared to 121 last year.</li> <li><b>Performance had deteriorated and has not met PI/plan forecasts</b></li> </ul>
<b>PI 2 The number of injuries from accidental fires in dwellings (Taken to hospital for treatment)</b>			
<b>61</b>	<b>71</b>	<b>57</b>	<ul style="list-style-type: none"> <li>The number of injuries has reduced from 61 last year to 57.</li> <li>14 of the 57 injuries were in properties with no alarm.</li> <li>Alcohol or drugs were a factor in 13 of the 57 injuries.</li> <li>Half of these fires started in the kitchen and by far the most common source of ignition was the cooker, ring/hotplate.</li> <li><b>Performance is meeting the PI/plan forecasts</b></li> </ul>

[ILO: UNCLASSIFIED]

2012/2013 Actual Year To Date	2013/2014 Forecast Year To Date	2013/2014 Actual Year To Date	
<b>PI 3 The number of deaths from accidental fires in dwellings</b>			
7	N/A	11	<ul style="list-style-type: none"> <li>There have been 11 fire deaths at accidental dwelling fires this year.</li> </ul>
<b>PI 13 The number of Home Safety Checks point achieved by the Brigade</b>			
67905	150,000	96,106	<ul style="list-style-type: none"> <li><b>Performance has improved but has not met PI/plan forecasts</b></li> </ul>
<b>PI 14 The percentage of Home Safety Checks delivered to those at high risk</b>			
<b>50%</b> Based on 3 Points High Risk  <b>31%</b> Based on 4 Points High Risk  <b>15.5%</b> Based on 5 Points High Risk	<b>40%</b> Based on 5 Points High Risk	<b>64.9%</b> Based on 3 Points High Risk  <b>46.4%</b> Based on 4 Points High Risk  <b>30.9%</b> Based on 5 Points High Risk	<ul style="list-style-type: none"> <li>Although the performance target has not been achieved, there has been a considerable increase in the number of HSCs delivered to those at high risk based on a risk score of 5 in comparison to those based on 3 points.</li> <li><b>Performance has improved but has not met PI/plan forecasts</b></li> </ul>

[ILO: UNCLASSIFIED]

**Level 2 Action Plan Summary:**

- All Commands are reviewing the quality of HSC referral pathways to provide high quality referrals in significant numbers.
- During Qtr 4 HSC referrals have increased to 32%, although short of the 40% target, an improvement from last year which was 26.5%.
- During Qtr 4 Birmingham and Coventry & Solihull commands piloted the use of fire retardant aprons for vulnerable people using chairs/wheelchairs.
- Community Safety are working with Black Country North and South Commands supporting two registered landlords to install retro fit domestic sprinklers into two properties occupied by vulnerable people.
- The online workbook for recording serious incident reviews is now live.
- The Community Risk Reduction Officer at Coventry & Solihull Command is scoping to potentially use WMFS community volunteers to identify risk prosperities via street patrols. If this approach is evaluated as a success it will be shared to be implemented across the West Midlands.
- Commands continue to seek representation on Health and Wellbeing Boards and the related steering groups.
- Arson Task Force are piloting a process of data sharing with Wolverhampton Homes, a list of top 50 tenants with no previous fire service intervention with vulnerable criteria identified for Home Safety Checks. First 50 HSCs average points 6.59.
- WMFS hosted a sprinkler seminar in support of the CFOA launch of the national sprinkler campaign.