

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

27 JUNE 2022

1. CORPORATE PERFORMANCE INDICATORS 2022/23

Report of the Chief Fire Officer

RECOMMENDED

- 1.1 THAT Authority members approve the Corporate Performance Indicators (PIs) and targets for 2022/23 as set out in Appendix 1.

2. PURPOSE OF REPORT

- 2.1 This report is submitted to seek approval for the corporate PIs and targets for 2022/23 and to provide information to Authority Members regarding the rationale that formulates the revised targets.

3. BACKGROUND

- 3.1 During 2021/22 the Service operated under the fluctuating circumstances of business continuity and business recovery due to the COVID 19 pandemic. In so doing it continued to fulfil its responsibilities and Service Delivery Model to its communities, whilst not losing sight of the health and well-being of all staff.
- 3.2 In the early stages of COVID in 2020/21, business continuity arrangements were designed to protect frontline Response services and Fire Control from the worst predicted impact of high levels of staff absence caused by the virus. This objective was maintained during periods of business recovery in 2021/22, both scenarios inevitably impacted operating circumstances, and the achievement of the performance targets set for the periods affected.
- 3.3 Although the long-term socio-economic impact to the economy because of COVID-19 remains unknown, other short to medium term impacts potentially include the energy crisis, rising inflation and interest rates, disrupted supply chains, and the ongoing

situation within Ukraine. These will possibly be experienced at local, regional and national levels.

- 3.4 In accordance with its planning framework, the Service has reviewed its Three-Year Rolling Strategy 2022-25 and its annual plan, 'Our Plan' 2022-23. As part of this approach the Fire Authority approved the revised Strategic Objectives and Annual Priorities at its meeting on 14 February 2022. These are set out in Our Plan and are enablers to achieving our vision of "Making West Midlands Safer, Stronger and Healthier".
- 3.5 Following approval of the objectives and priorities set out in The Plan, key stakeholders have:
- Considered past performance results.
 - Reviewed the internal strategies and approaches and external influencers that will shape the 2022/23 performance and drive the target setting.
 - Identified the appropriate PIs and targets for 2022/23.
- 3.6 In accordance with the Service's commitment to enabling governance through effective engagement and transparency, targets were developed in conjunction with service leads and the appropriate SET member.

4. SETTING PERFORMANCE INDICATOR TARGETS 2022/23

- 4.1 Graduated Tolerances were introduced in 2017/18, which assist when the numbers are small at the beginning of the year. A larger tolerance is allowed in Quarter 1 which decreases as the year progresses through to Quarter 4. This is to aid the interpretation of performance indicators that could mislead by being red when the numbers are only marginally above the target.
- 4.2 The performance indicator numbers for 2022/23 remain the same as 2021/22. The targets that have been set for 2022/23 have considered the impacts of the Business Continuity arrangements that were implemented during 2020/21 and the recovery phase during 2021/22.

- 4.3 The majority of the Prevention and Protection PIs have been set at 0% change against the 3 year rolling average.
- 4.4 The general aim has been to set targets against the last “normal” year of 2019/20. The last 2 years have been unpredictable and unprecedented, and the feeling was that 2022/23 should see a return to a more normal state.
- 4.5 The impact the performance over the last 2 years has had on the 3 year rolling average means that setting the level at 0% provides challenging targets across the board when compared to 2019/20.
- 4.6 Deliberate Vehicle Fires has proved to be the exception and the PI has attracted a target which represents a -5% change against the 3 year rolling average. Further information providing rationale is available later in this report.
- 4.7 PI 1 – The five-minute high-risk response attendance standard remains the core response method for high-risk (Cat 1) incidents achieved through a diverse fleet arrangement. In 2021/22 an average attendance time of 4 minutes 42 seconds was achieved, representing a slight increase compared to the average attendance time of 4 minutes and 39 seconds recorded in 2020/21. Performance for PI 1 remains below target as do the response times for the respective targets for category 2, 3 and 4 incident types.
- 4.8 PI 2 – ‘The number of accidental dwelling fires’ increased slightly during the first year of the pandemic. The end of year forecast for 2021/22 of 1474 incidents represents a decrease for the year which was still subject to some Covid related restrictions and differences in work habits such as working from home. The proposed target of 1560 incidents represents a 0% change compared to the three-year average, and is lower than the number of incidents recorded last year or for any pre-pandemic year.
- 4.9 PI 3 – ‘Injuries from accidental fires in dwellings (taken to hospital for treatment)’, the target for which will be 49, representing a 0% change on the three-year average.
- 4.10 PI 4 – ‘The number of deaths from accidental dwelling fires’: The Service seeks to minimise deaths from fires and there is no target

for this performance indicator. 14 fatalities were recorded in 2021/22 compared to 9 during the previous year.

- 4.11 PI 5 – ‘The percentage of Safe and Well visits referred by our partners’ will have a target of 45%. It is anticipated that many of the key partners of WMFS will remain impacted by Covid-19 as they to continue to ‘catch up’ with business as usual and this may impact on the ability for them to engage with WMFS personnel which will affect the number of referrals received for Safe and Well visits. The ongoing implementation of Tymly will assist meeting the target.
- 4.12 PI 6 – ‘The number of Safe and Well points achieved by the Service’ will have a target of 260,000. This target will be achieved through the ongoing focus of risk assessing for digital and face to face engagement as commenced during the pandemic.
- 4.13 PI 7 – ‘The number of people killed or seriously injured (KSI) in road traffic collisions’ continues to have no target assigned to it. A 5% reduction in numbers has been forecast for the year.
- 4.14 PI 8 – ‘The number of deliberate fires in dwellings’ will have a target of 193 incidents, representing a 0% change on the three-year average. It should be noted that the number of incidents recorded had remained in the low 200s for several years until 2020/21 where a decrease to 185 incidents was observed with forecasts indicating that this reduction may be preserved. Collaboration work remains ongoing with West Midlands Police and other partners to work to reduce these kinds of incidents.
- 4.15 PI 9 – ‘The number of deliberate fires in non-domestic premises’ will have a target of 116 incidents, representing a 0% change on the three-year average. The 0% change is realistic considering performance in previous years but it should be noted that the current and future socio-economic environment for businesses could result in increases in the number of incidents.
- 4.16 PI 10 – ‘The number of deliberate vehicle fires’ will have a target of 570, representing a -5% change on the three-year average. The PI has seen a sustained reduction for a number of years before the Covid 19 pandemic. Setting this PI at 0% gives a target less than the actual for 2019/20 but not at the same rate of reduction. This

PI is influenced by a number of external factors including the price of steel and its impact on the scrap value of vehicles. The price of steel fell dramatically during the pandemic as production reduced across the globe. Since the low in April 2020 the price has been rising and now sits well above pre-pandemic levels. The second-hand value of cars is also high at the moment as there is a shortage of new vehicles caused by supply chain problems. Taking into account these factors it is proposed that a more challenging target of -5% is reasonable for Deliberate Vehicle Fires.

- 4.17 PI 11 – ‘The number of deliberate rubbish fires’ will have a target of 1351 incidents, representing a 0% change on the three-year average. The target is an increase compared to years 2020/21 and 2021/22 but remains considerably lower than the incidents recorded in pre-pandemic years. Referrals are continuing to be made to Local Authorities of fly tipping occurrences to ensure identified fly tipping and/or abandoned rubbish/refuse is removed before it can be set alight.
- 4.18 PI 12 – ‘The number of deliberate fires in derelict buildings’ will have a target of 115, representing a 0% change on the three-year average. It should be noted that the three-year average includes the year 2020/21 in which 89 incidents were recorded, an unusually low number due to being the first year of the pandemic and the impact from the lockdowns and other restrictions. A target of 115 remains lower than the number of incidents recorded in pre-pandemic years. The ongoing economic impact from Covid is unknown and may result in more premises becoming derelict. It will remain a focus to work in conjunction with local authorities to ensure derelict properties are boarded up promptly.
- 4.19 PI 13 – ‘Accidental Fires in Non-Domestic Premises’ will have a target of 381, representing a 0% change on the three-year average. The target is slightly higher compared to the end of year forecast of 383 for 2021/22 and substantially (17.8%) higher than the 325 incidents recorded in 2020/21, a figure which was an all-time low. Increases in the number of incidents are anticipated as people continue to return to their places of work, however it should be noted that both the forecast and the target remain below pre-pandemic levels.

- 4.20 PI 14 – ‘False Alarms due to Fire Alarm Equipment in Dwelling and Non-Domestic Premises’ will have a target of 5805, representing a 0% change on the three-year average. The target represents a decrease compared to the end of year forecast of 5862 for 2021/22. Changes in handling and responding to automatic fire alarm calls are expected to result in a reduction in the number of incidents and this is reflected within the target.
- 4.21 PI15 – ‘The percentage of employees that have disclosed their disabled status’: The target for disability disclosure will be 100%. In March 2022 the DICE team conducted a 'Don't be a Blank' campaign to encourage employees to update their personal information including disability, as well as other Protected Characteristics. The campaign sought to raise awareness of the importance of declaration, assurance that data was secure, as well as provide practical advice on how to update the Oracle system. This campaign will be repeated in Q1 2022 with further awareness and engagement with new entrants.
- 4.22 PI16 – ‘The number of female uniformed staff’: The target for the number of female uniformed staff for 2022/2023 has been set at 209 employees. This is based upon 50% of firefighters recruited to be female. Positive action activity for firefighter recruitment continues which includes the reinstatement of recruitment programmes, following the pandemic, for both female and BAME candidates. Female fitness sessions have recommenced alongside kit familiarisation prior to joining the trainee firefighter development programme. Our targeted social media activity continues to provide the platform for attracting candidates. We have introduced 'taster sessions' which are held at Fire Stations across the Service, the first one being held at Canley in early May. These sessions are run by crews on stations, facilitated and supported through the recruitment team.
- 4.23 PI17 – ‘The percentage of all staff from BAME communities’: The target for the percentage of all staff from BAME backgrounds will be 15.2%. This is based upon 35% of new entrant firefighters being from a BAME background, and assumes both Non-Uniformed and Fire Control BAME employees remains the same.
- 4.24 PI17a – ‘The percentage of uniformed staff from BAME communities’: The target for the percentage of uniformed staff from

BAME backgrounds will be 15.1%, which equates to 35% of new entrant recruits during 2022/2023. A sophisticated social media campaign supported by tailored interventions among underrepresented groups has yielded positive results meaning that our recruit intake strives to be representative of our local communities that we serve.

4.25 Workforce planning have carried out an analysis exercise of WMFS absences in comparison to Office of National Statistics published data on UK and regional absence data. Upon evaluation of the resulting options which had been identified as a result of the exercise, a target of an average of 6.5 working days/shifts lost due to sickness has been set. This target represents a reduction of 50.4% and if achieved, a ridership factor of 15.2. The target of 6.5 has been set for each of the three PIs related to sickness:

- PI18 – ‘The average number of working days/shifts lost due to sickness – all staff’
- PI19 – ‘The average number of working days/shifts lost due to sickness – uniformed and Fire Control staff’
- PI20 – ‘The average number of working days/shifts lost due to sickness – non-uniformed staff’.

4.26 As previously agreed for 2021/22, there are no targets set for PI21 ‘The total number of injuries’ and PI22 ‘the total number of RIDDOR incidents’. This reflects the Service’s position that any injury report is unwanted and to encourage an open reporting culture that facilitates learning and improvement.

4.27 In terms of injuries, there were 136 reports for 2021/22 compared to 120 for 2020/21. This is to be partly expected in respect of a resumption of activity following Covid 19 lockdowns and restrictions and is broadly in line with the average number of reports over a 5-year period. It should also be noted that the number of injuries reported in 2020/21 represented an all-time low.

4.28 PI24 – ‘To reduce gas use of the Fire Authority premises’ will have a target of 8856 which represents a -2% change compared to the three-year average. Analysis has indicated a significant reduction in gas usage over the last three years which is likely to be a result of the Covid 19 lockdowns and restrictions and the number of

employees working from home. Given the introduction of the Agile Working Policy, it is envisaged that further reductions in gas use will be observed.

- 4.29 PI25 – ‘To reduce electricity use of Fire Authority premises’ the target will be 5064 which represents a 0% change compared to the three-year average. It should be noted that the electricity usage across the Service reported for quarters 1 to 3 2021/22 is approximately 10% above target.

5. **EQUALITY IMPACT ASSESSMENT**

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

6. **LEGAL IMPLICATIONS**

- 6.1 There are no direct legal implications arising from this report.

7. **FINANCIAL IMPLICATIONS**

- 7.1 There are no direct financial implications arising from this report. It should be noted that the Authority’s approved 2022/23 budget is aligned to and will support the delivery of The Plan.

8. **ENVIRONMENTAL IMPLICATIONS**

- 8.1 There are no direct environmental implications arising from this report.

BACKGROUND PAPERS

Fire Authority Agenda Item 6, 14 February 2022: ‘3 Year Rolling Strategy 2022-25 and Annual Plan’.

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