



WMFRA
West Midlands Fire and
Rescue Authority

**WEST MIDLANDS FIRE AND
RESCUE AUTHORITY**

24 November 2025

**Strategic Key Performance Indicators – Quarter Two (& Year to Date)
2025 - 2026**

For DECISION

Principal Officer: Chief Fire Officer, Simon Tuhill

Report of the Head of Strategy, Kelly Whitmore

**Author: Governance and Performance Support Officer, Stephen
Timmington**

1. PURPOSE

- 1.1. This report is submitted to provide Members with an analysis of the performance position of the Service's suite of strategic key performance indicators for quarter two and year-to-date 2025/26.

2. RECOMMENDATIONS FOR NOTING

- 2.1. THAT the Authority notes the status of the Service's strategic key performance indicators in the second quarter of 2025/26 (set out within Appendix 1).
- 2.2. THAT the Authority note the progress made in delivering the strategic priorities contained within the 2024-2027 Strategy: 2025 update.
- 2.3. THAT the Authority approve the proposed change to the SKPI 'percentage of core skills assessment compliance'.

3. OBJECTIVES & EXPECTED OUTCOMES

- 3.1. This report is submitted to inform Officers and Members of the status, and provide an analysis of, the performance position of the

Service's Strategic Key Performance Indicators (SKPI), for quarter 2 and year to date 2025/26 (see Appendix 1).

3.2. The report notes the progress made in delivering the strategic commitments, goals and measures across the Service's six ambitions, as outlined within the Strategy 2024-2027: 2025 Update, namely:

- Preventable water, road and fire deaths
- Strengthened community engagement
- Staff trust
- Optimal efficiency and innovation
- Productivity
- Net Zero

3.3. The Service's suite of strategic indicators features a total of 29 SKPIs and 7 sub-SKPIs. As of quarter 2 (year-to-date), the performance across the suite of SKPIs is as follows:

- 4 SKPIs have demonstrated over-performance against the tolerance levels
- 11 SKPIs have demonstrated performance within the tolerance levels
- 9 SKPIs have demonstrated under performance against the tolerance levels
- 5 SKPIs have no performance rating applied
- 2 sub-SKPIs demonstrate over-performance against the tolerance levels
- 5 sub-SKPIs demonstrate performance within the tolerance levels

3.4. Appendix 1 contains an 'at a glance' overview of the status of the SKPIs, associated executive summaries, and detailed analysis. This has been completed directly by members of the Senior Leadership Team and officers within their respective teams nominated as single points of contact (SPOC).

3.5. In response to a point raised by Members when reviewing Q4 2025/26 SKPI report, a direction of travel box has been added, to

signify if the general trend in performance of an indicator and whether it is improving, declining, or if there is no change.

3.5.1. Change to SKPI ‘percentage of core skills assessment compliance’

3.5.2. The Authority is asked to consider a change to the SKPI ‘percentage of core skills assessment compliance’, with the SKPI to be split into two separate measures: sub-SKPI A for Incident Command, and sub-SKPI B for Breathing Apparatus.

3.5.3. Doing so will support more accurate reporting and ensure that positive / negative performance isn’t being masked by the other and will enable the percentage for each area to be more easily and clearly identifiable. This approach to reporting is currently done for statutory consults and has proved to be effective and works well.

3.5.4. If approved, it is proposed that this change will come into effect going forward, with the SKPI reported in this format in the coming quarters.

4. BACKGROUND

4.1. In accordance with the Service’s Strategy, Governance, Performance and Assurance Framework, the Service undertook a refresh of the 2024-2027 Strategy, with the 2025 update approved by the full Fire Authority at its meeting in February 2025. In addition to further articulating the Service’s vision, purpose and areas of focus, the update included changes to the goals and introduced new and revised SKPIs, building upon the development of a broader suite of indicators which was first implemented in the first year of this strategy, 2024/25.

4.2. Quarter 2 marks the first performance position statement reported to the Fire Authority following the introduction of the revised SKPIs and target setting process in April 2025.

4.3. In line with continuing developments, the suite of SKPIs continue to be wider ranging than those reported in previous years. This approach is intended to provide an increasingly holistic view of

strategic performance across the Service, providing a more comprehensive set of measures better reflecting the full range of service activity. In turn, this supports the provision of assurance for, and scrutiny by, the Fire Authority, the Senior Leadership Team, the Wider Leadership Team and wider organisation, and importantly, our communities.

4.4. **Strategic Key Performance Indicators**

4.4.1. A high-level overview and further detailed analysis is provided within Appendices 1 including the addition of executive summaries. These are provided by the respective SLT members and outline, where applicable, actions and mitigation plans, timeframes, rationale, forecast of performance of the next quarter and beyond.

4.4.2. The status of a SKPI is determined by the performance of the indicator compared to its upper and lower tolerance levels. Tolerance levels are identified through the annual target setting exercise which supports the development of the SKPIs by the SLT and subject matter experts within their teams, and approval by Fire Authority. The setting of targets is informed through data analysis including comparison of the three-year average, activity and interventions put in place or to be delivered by the Service, and alignment to the strategic goals. Further detail and analysis for each SKPI is contained within Appendix 1.

4.4.3. This report continues to be the culminative effort of a wide group of stakeholders and contributors, not limited to but including risk management, workforce planning, our prevention, protection, and response teams, and other departments.

5. **STRATEGY ALIGNMENT**

5.1 The continued integration of the strategic key performance indicators (SKPI) into the Strategy has ensured that the measures fully align with the Service's vision, purpose and areas of focus.

5.2. The SKPIs are linked directly to the Service's strategic goals, enabling the suite of indicators to provide a snapshot of how the

Service is performing and delivering against the ambitions and goals set out within the Strategy.

- 5.3 The development of a broader suite of SKPIs enables the monitoring and reporting of a wider range of areas at a strategic level. In doing it provides ever greater performance oversight by the SLT and Service, providing assurance to the Fire Authority, our partners, and importantly, our communities.

6. **IMPACT ASSESSMENTS**

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

7. **LEGAL IMPLICATIONS**

- 7.1. There are no legal implications arising from the content of this report. This report does not raise any issues which should be drawn to the attention of the Authority's Monitoring Officer.

8. **FINANCIAL IMPLICATIONS**

- 8.1. Although there are no direct financial implications arising from this report, the financial resources required to achieve the targets were approved by the Authority as part of the 2025/26 budget setting.

9. **ENVIRONMENTAL IMPLICATIONS**

- 9.1. There are no environmental implications arising from the content of this report.

10. **CONSULTATION**

- 10.1. The contents of this report do not require any form of consultation.

11. **BACKGROUND PAPERS & APPENDICES**

- Appendix 1 – SKPI Status Over, Executive Summaries, and Analysis

- [Key Performance Indicators and Target Setting 2025-26](#)
- [Strategy 2024-2027: 2025 Update](#)

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