

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE

6 SEPTEMBER 2010

1. **AN ANALYSIS OF PROGRESS OF CORPORATE PERFORMANCE AGAINST 'THE PLAN' - QUARTER ONE 2010/2011**

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Committee notes the performance of our key indicators in the first quarter of the year.
- 1.2 THAT the Committee notes the progress made in delivering the 15 strategic objectives contained in 'The Plan' 2010/2013.
- 1.3 THAT the Committee notes the Corporate Risk update for the first quarter of this year.

2. **PURPOSE OF REPORT**

- 2.1 This report is submitted to provide the Committee with an analysis of the organisation's performance against 'The Plan' in the first quarter of 2010/2011.
- 2.2 The report also informs the Committee that a detailed review of progress was carried out with the Lead Member for Performance Management, as part of the new Corporate Performance Review process.

3. **BACKGROUND**

- 3.1 A review of central performance reporting arrangements found that there was scope to improve the planning and reporting arrangements within the organisation.

- 3.2 The introduction of Corporate Performance Review meetings incorporates Third Tier managers, Corporate Board and the Lead Member for Performance Management. This forum provides a more joined up method of managing performance as well as providing assurance around the ongoing performance of 'The Plan'.

Performance Indicators:

- 3.3 Appendix 1 provides an overview of performance against our key performance indicators.
- 3.4 A new indicator introduced at the end of 2009/2010 is the number of Home Safety Checks delivered to high risk households. It is essential that we target our prevention work at those at risk, this indicator assists with this. In the first quarter of 2010/2011, 9, 995 Home Safety Checks were undertaken and (as highlighted in Appendix 1, Performance Indicator 16) 66.7% of these were delivered to high risk households.

Strategic Objectives:

- 3.5 Appendix 2 provides an update of the 15 strategic objectives outlined in 'The Plan', along with the progress and exceptions to date of milestones due for completion within the first quarter of 2010/11.
- 3.6 All 15 corporate action plans have delivered against preset milestones and are currently on course to deliver future milestones. A more detailed report of progress against each objective and relevant milestones is available on request.

Corporate Risk:

- 3.7 Corporate risks are those risks that if realised would seriously affect the Authority's ability to carry out its core functions or deliver key objectives.
- 3.8 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.

- 3.9 Following review the risk rating level and overall score given to 12 of the 13 corporate risks remains unchanged. The risk score given to Risk Number 1 concerning employee engagement has increased due to the likelihood of the risk being realised. This is as a result of the uncertainty created by the current economic climate.
- 3.10 The potential for a number of risk scores to increase over the next 12 months due to the economic climate has been recognised by Risk Owners. The summary of corporate risks detailing risk ratings and direction of travel is attached as Appendix 3.
- 3.11 The Corporate Performance Review meetings include the Lead Member for Performance, or where this is not possible a separate meeting will be arranged. A meeting with the Lead Member for Performance Management took place on 4 August 2010.

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**

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 2010/2011 budget setting process, which established a total budget requirement of £119.080 million. 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 2010/2011, is £19.1 million. The expenditure for the first quarter of 2010/2011 is in line with this profile.

The cost of delivering services which contribute to the performance achievements comprise of goods such as smoke alarms and staff time. The staff time includes those staff who are solely engaged in prevention work and watch based staff that provide emergency

response as well as prevention services.

The full year budget for smoke alarms and other supporting materials in 2010/2011 is £411, 000. Actual expenditure as at 30 June 2010 was £128, 000. Forecast expenditure for 2010/2011 is in line with the full year budget.

BACKGROUND PAPERS

'The Plan'

VIJ RANDENIYA
CHIEF FIRE OFFICER

EXECUTIVE SUMMARY

This report includes data for the Brigade area to the end of June 2010.

The following indicators are improving and are meeting the target:

- Injuries at accidental dwelling fires
- Arson fires in dwellings
- Arson vehicle fires
- False alarm calls due to automatic fire alarms in non-domestic premises

The following indicators are improving but are not yet meeting the target:


- Malicious calls received

The following indicators are worsening and are not yet meeting the target:

- Accidental fires in dwellings
- Deaths at accidental dwelling fires
- Accidental fires in non-domestic premises
- Arson fires in non-domestic premises
- Arson rubbish fires
- False alarm calls due to automatic fire alarms in dwellings
- The percentage of dwelling fires where a working smoke alarm was fitted
- The percentage of home safety checks delivered to high risk groups

INDICATOR DATA


PI 1 The number of accidental fires in dwellings

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	1,867	1,877	1,783	
Year to date – April to June	444	445	423	459 *


The number of

* This is the target that we would need to meet from April to June 2010 in order to meet the target for the year, taking into account seasonal fluctuations in the data.


PI 2 The number of injuries from accidental fires in dwellings

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	123	94	89	
Year to date – April to June	25	32	30	24


PI 3 The number of deaths from accidental fires in dwellings

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	12	16	11	4 (to 30.06.10)
				


PI 4 The number of arson fires in dwellings

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	487	398	378	
Year to date – April to June	124	117	111	100


PI 5 The number of accidental fires in non-domestic premises

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	643	696	696	
Year to date – April to June	161	161	161	165


PI 6 The number of arson fires in non-domestic premises

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	242	280	280	
Year to date – April to June	83	79	79	81


PI 7 The number of arson vehicle fires

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	1,337	1,096	1,096	
Year to date – April to June	360	315	315	281


PI 8 The number of arson rubbish fires

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	4,565	4,398	4,266	
Year to date – April to June	1,240	1,331	1,291	1,465


PI 9 The number of malicious false alarm calls received

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	4,882	3,908	3,752	
Year to date – April to June	1,406	1,127	1,082	1,099


PI 11 The number of false alarm calls due to automatic fire alarms in non-domestic premises

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	6,275	6,809	6,537	
Year to date – April to June	1,527	1,605	1,541	1,533


PI 12 The number of false alarm calls due to automatic fire alarms in dwellings

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	4,203	3,217	3,185	
Year to date – April to June	956	768	760	796

PI 13 The percentage of dwelling fires where a working smoke alarm was fitted

	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly	59.8%	64.7%	68%	64%
				



PI 16 The percentage of home safety checks delivered to high risk groups




	2008/9	2009/10	Target 2010/11	Actual 2010/11
Yearly		69.2%	70%	66.7%
				




The above indicator was introduced at the end of the last financial year 2009/2010.



Corporate Performance Review
Summary of progress of performance against the Corporate Plan
April – June 2010




Below is an overview of performance against each of the 15 strategic objectives detailed in 'The Plan' for the first quarter 2010/2011.



	Strategic Objective	Owner	Status	Comments
1	Vulnerable People	Community Safety		<p>The action plan to deliver this objective aims to put in place processes that will ensure the effective targeting of our vulnerable people across the West Midlands and will enable our staff to work with them more effectively.</p> <ol style="list-style-type: none"> 1. All milestones are on course although none are required for completion in the first quarter. 2. The development of systems to enable the effective targeting of vulnerable groups (Home Safety Check) system is underway. 3. Training courses to enable staff to recognise referrals from people that are vulnerable from fire are in the process of implementation.
2	Safety in the home	Community Safety		<p>The action plan to deliver this objective aims to increase safety in the home of our vulnerable people through revising our policies and approaches for both low risk and high risk (vulnerable) households.</p> <ol style="list-style-type: none"> 1. All milestones are on course. 2. A new definition for high risk properties/individuals has been developed and is to be trialled. 3. Policy for low risk households developed. 4. The development of the new Home Safety Check system underway but not complete as yet (90% complete). This may impact on future milestones.

3	Road Safety	Community Safety		<p>The action plan to deliver this objective aims to promote further Road Safety work across the region through the design and implementation of education packages, partnership working, raising awareness and sharing of information.</p> <ol style="list-style-type: none"> 1. All milestones are on course. 2. Road Casualty Reduction Team funding has been reduced by 58% which will have an impact on the delivery of education packages – plan to be reviewed. 3. 15 interventions delivered alongside partners in the first quarter 4. The Road Casualty Reduction Team has reached 43'376 people through public engagements. This included 267 Young offenders who are high risk.
4	Arson and anti social behaviour	Community Safety		<p>The action plan to deliver this objective aims to put in place interventions that will help to manage the number arson fires across the command areas. This will be achieved through the use of tasking groups, policies for managing derelict building, fly tipping and abandoned vehicles and in particular an evaluation of needs and best practice.</p> <p>All milestones for the quarter are on course.</p> <ol style="list-style-type: none"> 1. The day to day work carried out by crews carrying out Home Safety Check has helped manage down risks related to PI4 – Arson Dwelling Fires. 2. A Survey to operational staff regarding violent attacks against fire fighters has been delayed due to Building Upon Success taking priority. 3. It is envisaged that the current economic climate and future concerns will make partnership work even more essential and difficult due to funding pressures in tackling targets particularly in schools and businesses.
5	Health and Wellbeing	Community Safety		<p>The action plan to deliver this objective aims to work with partners to improve the health and wellbeing of our communities and reduce the impact of potentially damaging lifestyles and behaviours of individuals.</p>

				<p>1. There are no milestones to deliver in the first and second quarter.</p> <p>Further work is currently taking place to merge this action plan and those for Vulnerable People and Safety in the Home</p>
6	Heritage	Fire Safety		<p>The action plan to deliver this objective focuses on Grade I & II* listed buildings and incorporating the protection of these buildings into our current systems and processes.</p> <p>Milestones are on course.</p> <ol style="list-style-type: none"> 1. Heritage sites are being linked to the Risk Based Inspection Plan and Site Risk Inspection/Site Risk Survey inspection programme. 2. Future – trial mapping is underway to 3 stations, the intranet page for internal information is in progress and Heritage ‘Keep Your Business in Business’ leaflets are being drafted.
7	Environment	Technical Operations Support		<p>The action plan to deliver this objective aim to deliver services in a responsible and sustainable way to reduce the impact of our work on the environment.</p> <p>All milestones are on course.</p> <ol style="list-style-type: none"> 1. Environmental delivery plan produced and launched. 2. Funding for photovoltaics (solar panels which generate electricity) scheme has been investigated and it is proposed that this is to be run through Safeside. 3. Water usage has been baselined due to poor data quality. Smart meters (for the water meters) are being considered and we aim to trial 4 smart water meters.
8	Advise and Enforce	Fire Safety		<p>The action plan to deliver this objective aims to develop current policies, to ensure the organisations ongoing ability to advise and enforce fire safety issues across the West Midlands in line with current legislation. As well as consulting and liaising with partners to achieve safer premises within the West Midlands and continue to improve the accuracy of information provided to crews.</p> <p>All milestones are on course.</p>

				<ol style="list-style-type: none"> 1. Gateway project continues with strong links between the project coordinator, fire safety and operational crews. 2. Lead officer for Site Risk Survey to support operational crews is in place. 3. Working groups have been set up to deliver consistent fire safety policies. <p>The success of future milestones will be dependable on the resources required for the 'Building Upon Success' programme.</p>
9	Innovative, creative and accountable leadership	Human Resources		<p>The action plan to support this objective aims to develop leaders at all levels and support the organisation in attracting and retaining people with effective leadership skills. This will be achieved through the introduction of relevant learning modules and schemes, the consistent application of individual Personal Development Review and work place assessment, succession planning, career management and the availability of performance information.</p> <p>There are no milestones for completion in the first quarter of 2010/2011.</p> <ol style="list-style-type: none"> 1. Activity to achieve future milestones is underway particularly focusing on the completion of workplace assessment and Individual Personal Development Review, the development of opportunities as part of a core leadership framework and the provision of performance information. <p>The ability to engage with stakeholders over the summer period could delay future milestones.</p>
10	Recognised, valued and engaged staff who are safe and healthy at work	Human Resources		<p>The action plan to support this objective aims to develop reward and recognition packages, facilities to support our employees to achieve and maintain excellent health and safety at work and provide employment conditions that fully consider both the needs of the diverse workforce and of the Service.</p>

				<p>There are no milestones for completion in the first quarter of 2010/2011</p> <ol style="list-style-type: none"> 1. Activity to achieve future milestones is underway particularly concerning embedding the Integrated Personal Development System across the organisation through revised pay and grading structures. <p>The ability to engage with stakeholders over summer period could delay future milestones.</p>
11	Organisational development	Human Resources		<p>The action plan to support this objective aims to develop effective working relationships and partnerships to support our people with the sharing of ideas, best practice and learning across professional and organisational boundaries.</p> <p>There are no milestones for completion in the first quarter of 2010/2011</p> <ol style="list-style-type: none"> 1. Activity to achieve future milestones is underway to develop a suite of partnership learning opportunities for employees in public, private and third sector organisations. <p>The ability to engage with stakeholders over summer period could delay future milestones.</p>
12	Our people and the services we provide reflect the needs of our community	Human Resources		<p>The action plan to deliver this objective aims to ensure that effective strategies are in place to support the Service in developing a diverse workforce and ensure fairness and equality in our actions.</p> <p>There are no milestones for completion in the first quarter of 2010/2011.</p> <ol style="list-style-type: none"> 1. Activity to achieve future milestones is underway and the Equality Impact Assessment framework is currently under way.
13	Value for money	Strategic Planning Improvement and Risk Team		<p>The action plan to deliver this objective aims to improve the efficiency, effectiveness and economy of our activities by making best use of all of our resources, to ensure that our communities receive a value for money service.</p> <p>All milestones are on course.</p>

				<ol style="list-style-type: none"> 1. The Building Upon Success programme is underway with both communication events and functional reviews taking place. 2. A challenge and design process is currently being designed and planned. 3. Future milestones are on track to be delivered within planned timescales.
14	Asset Management	Estates		<p>The action plan to deliver this objective aims to ensure that all of our assets are appropriately community focussed, energy efficient and fit for purpose and are professional workplaces of which we can be proud.</p> <p>All milestones are on course</p> <ol style="list-style-type: none"> 1. The refurbishment of 2 fire stations, station end improvement works and the development of two training facilities are on track although not due for completion until March 2011. 2. Both the asset management and vehicle replacement plans have been revised due to resource requirements following CB review.
15	Dealing effectively with incidents	Operations/Operations Support		<p>The action plan to deliver this objective aims to plan for emergency situations with partners and agencies, deal safely and effectively with incidents by providing skilled and well equipped personnel; and ensure that we have the ability to learn from the incidents to continuously improve our response activities.</p> <ol style="list-style-type: none"> 1. Milestones are on course and although delivery dates are set for 2013 activity is ongoing 2. The most immediate milestone is to specify, procure and operationalise an enhanced Command Vehicle by December 2010. The user specification has been produced and phase one of the technical specification is due to completed by the end of July. Due to legal & procurement regulations, the tender process was delayed by several weeks however all other activity

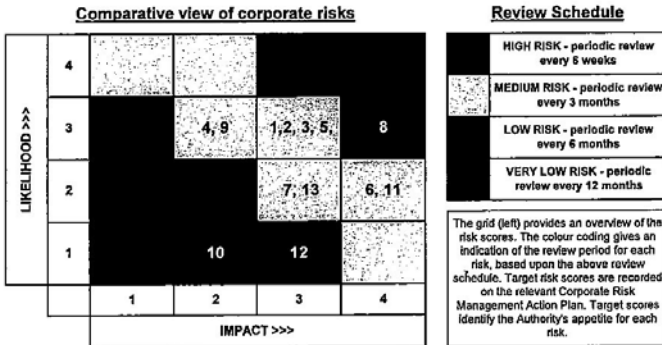
				remains on schedule.
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WEST MIDLANDS FIRE SERVICE - CORPORATE RISK REGISTER

Summary of corporate risks and associated scores

Risk ID	Description of Risk	Impact	Likelihood	Score	Rating	Direction
1	The Fire Authority would be unable to maintain the positive engagement of its employees, resulting in an inability to deliver its key priorities and objectives Risk Owner: Director, Human Resources	3	3	9	M	↑
2	The Fire Authority would be unable to maintain an effective ICT provision (excluding its mobilising and communication services) resulting in significant disruption to its ICT functionality Risk Owner: Director (Corporate Services)	3	3	9	M	↑
3	The Fire Authority would be unable to manage the transition to the Regional Fire Control, resulting in an inability to maintain a robust Command and Control function Risk Owner: Director (Technical and Operational Support)	3	3	9	M	↔
4	The Fire Authority would be unable to ensure that proper controls are established whilst working in partnership with other agencies/groups, resulting in a significant impact upon its financial standing, reputation and ability to deliver key objectives Risk Owner: Director (Operations)	3	2	6	M	↑
5	The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of extensive disruption to normal working methods Risk Owner: Director (Technical and Operational Support)	3	3	9	M	↑
6	The Fire Authority would be unable to ensure that operational incidents are dealt with using appropriate levels of resource and personnel, resulting in an inability to deliver a safe and effective emergency response function Risk Owner: Director (Technical and Operational Support)	2	4	8	M	↑
7	The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective key assets, such as buildings and vehicles Risk Owner: Director (TOPS) / Director (Finance and Procurement)	2	3	6	M	↔
8	The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively due to a lack of funding or the misuse of funds e.g. fraudulent activity Risk Owner: Director (Finance and Procurement)	3	4	12	H	↑
9	The Fire Authority would be unable to deliver the core objectives of preventing, protecting and responding effectively as a result of insufficient or ineffective human resources Risk Owner: Director, Human Resources	3	2	6	M	↑
10	The Fire Authority would be unable to manage its responsibilities under the Regulatory Reform (Fire Safety) Order and associated legislation, resulting in a decline in non domestic fire safety standards or legal action being taken against the Authority Risk Owner: Director (Technical and Operational Support)	1	2	2	VL	↔
11	The Fire Authority would be unable to maintain its command and control function, resulting in an inability to receive, process and respond to emergency calls effectively Risk Owner: Director (Technical and Operational Support)	2	4	8	M	↔
12	The Fire Authority would be unable to manage the implementation of the National Firelink Project, resulting in an inability to maintain a robust Command and Control function Risk Owner: Director (Technical and Operational Support)	1	3	3	L	↓
13	The Fire Authority suffers a significant health, safety or environmental failure, resulting in legal challenge and/or litigation Risk Owner: Director (Technical and Operational Support)	2	3	6	M	↔

Definition
Those risks that, if realised, would seriously affect the Authority's ability to carry out its core functions or deliver key objectives



Risk 1 - Risk Score has increased from 9-9 due to the increased likelihood of the risk being realised

The direction of travel associated with risks 1, 2, 4, 5, 6, and 9 is increasing and could result in an increased risk rating within the next 12 months.

All risks: General assessment provided by risk owner as to direction of risk i.e. increasing or decreasing

- KEY TO ABBREVIATIONS**
- L** Likelihood: an estimation of the probability that a particular risk will occur (or a measure of the time period within which that risk is likely to occur), taking into account the preventative control measures already in place.
 - I** Impact: a measure of the most likely effect or reasonably foreseeable result if a particular risk occurs, taking into account the mitigating control measures already in place.
 - Level** An assessment of the overall level of exposure to a particular risk. This assessment assists in the prioritisation of resources and determines the frequency of risk review/reporting.
 - ↑/↓/↔** Assessment by risk owner as to anticipated direction of risk score i.e. increasing or decreasing, over the next 12 months.