

Fire and Rescue Service
Headquarters, Pirehill
Please ask for Kay Ross
DDI (01785) 898670

SCRUTINY AND PERFORMANCE COMMITTEE

Thursday 7 January 2010
2.15 pm
Fire and Rescue Service Headquarters,
Pirehill

A Chair and Vice-Chair's Preview (for Mr J. Francis and Mr R. Reade) has been arranged for
Tuesday 8 December at 9.00 a.m.)

Howard Norris
Secretary to the Authority
21 December 2009

A G E N D A

1. Apologies
2. Declarations of Interest
3. **Minutes of the meeting held on 5 November 2009**
4. **Performance Summary Quarter 2 2009/10**
Report of the Director of Performance and Planning
5. **Non Domestic Fires – Strategies being adopted and the effectiveness.**
Report of Andy Buttery or nominated representative
6. **CCTV Equipment – the storage of footage and Data Protection.**
Report of Ted Worsley
7. **Feedback from the Working Group on Rising to Challenge and on Efficiencies General.**
Report of Andy Buttery/Dean Stevens

8. **Items for Future Meetings**

Future Items date not yet specified	Previous Working Group updates
	PFI Scrutiny
	Staff Welbeing Strategy – Further Progress Report
	Performance – Fire Service Family Group
	Internal Audit Report on the Occupational Health, Fitness and Welfare Facility
	Data gathering – work to facilitate the gathering of data
	LAA report
	0800 Team efficiency
	Integrated improvement plan
	Operational training
	Support staff training
	Performance review
	Proposal: Regarding Christine Walker’s work on efficiencies – could this be reported back at a later date and brought to a future meeting?

9. **Date of Next Meeting** – The next meeting of this Committee will be held on Monday 8 February 2010 at 10.30 a.m.

**MINUTES OF THE SCRUTINY AND PERFORMANCE COMMITTEE
HELD ON 5 NOVEMBER 2009**

Present: Mr. J. Francis (Chairman)

Billson, D.
Easton, R.
Lawson, I.

Morrison, G.
Rigby, A.
Wells, J.

Also in Attendance: Mr C. Enness, Deputy Chief Fire Officer, Mr H. Norris, Secretary, Mr B Russell, Assistant Chief Fire Officer, Mr S. Pope, Area Commander Stafford, Mr A. McEntire, Station Manager Central Risk Reduction, Ms. K. Bourne, Head of Performance and Planning and Mr D Askey, Mapping Analyst.

Apologies: Reade, R. and Walker, Mrs E.

PART ONE

Documents referred to in these minutes as schedules are not appended but will be attached to the signed copy of the minutes. Copies, or specific information in them, may be available on request.

Minutes

17. With regard to paragraph 8(c) on the minutes Members were advised that the definition of “killed and seriously injured” used by the police would be reported to the Committee as part of the Performance Report for Quarter 2 together with a breakdown of the number of motorcyclists in this category.

Members discussed the issue that performance indicators for the fire service had been scrapped although CFOA were developing a range of voluntary indicators. Only 50% of fire and rescue authorities thought that the new indicators from CFOA would assist. For example the nature of HFRCs differed from one brigade to another. In Staffordshire HFRCs were very thorough and referrals were made to other agencies where necessary but in other brigades the HFRCs took in the region of 15 minutes. Comparisons on the number of HFRCs undertaken, with those undertaken by other brigades, would not be of use as the package offered in Staffordshire was more comprehensive. It was thought that a basic set of indicators would eventually be produced.

18. **RESOLVED** – That the minutes of the Scrutiny and Performance Committee held on 2 September 2009 be confirmed and signed by the Chairman.

Terms of Reference of the Committee

(Schedule 1)

19. The terms of reference as revised by the Authority on 16 October 2009 were considered by the Committee. The Scrutiny and Performance Committee at its last meeting asked the Authority to include the following:- “To scrutinise the performance of the Service in relation to its contribution to Stoke and Staffordshire’s LAAs” and this was agreed and had now been incorporated into the terms of reference. It was also decided that due to the increasing workload of the Committee that it should meet eight times per

year instead of six. As well as the formal meetings the Committee may also set up task and finish groups on particular items for scrutiny.

Mr Francis informed Members that he had visited Stoke Area Command on behalf of the Scrutiny and Performance Committee to look at the work being undertaken in relation to derelict buildings/premises. Mr M Warrilow had shown him round the area and Mr Francis was very impressed with the work being undertaken by Mr Warrilow and the Area Command.

20. **RESOLVED** – That the amendments to the Terms of Reference be noted.

Data Quality Report – Quarter 1 2009/10
(Schedule 2)

21. The report outlined the current status of data quality within the organisation and highlighted area of concern with regard to current data quality standards.

Incident Recording System (IRS) data confidence levels as at the end of Quarter 2 were summarised as follows.

Incident Recording System Breakdown for Q1+Q2			
Area Command	Accurate %	Error %	Overdue %
Cannock Chase	98.58%	0.89%	0.53%
East Staffordshire	99.52%	0.16%	0.32%
Lichfield	96.22%	3.58%	0.20%
Newcastle-under-Lyme	91.06%	5.04%	3.90%
South Staffordshire	98.56%	0.96%	0.48%
Stafford	88.05%	9.34%	2.61%
Staffordshire Moorlands	93.05%	5.93%	1.02%
Stoke-on-Trent	92.04%	6.03%	1.93%
Tamworth	97.11%	2.17%	0.72%
Service	94.04%	4.36%	1.60%

Members noted that data confidence had increased since Quarter 1, when it was 83.1%, achieving 94.04% at the end of Quarter 2 for the Service as a whole. Lead Members could discuss Data Quality issues with their Area Commanders. Members commented that the accuracy of the Data Quality was, overall, very good.

Some false trends were still emerging as a consequence of moving to the IRS, at the beginning of this financial year. IRS involved the detailed recording of all incidents attended by the Fire Service including Small Fires. This was not the procedure for the process which IRS replaced, which involved detailed recording of only Primary Fires (fires involving property or a death or injury to a person). Misclassification of the recording of some Small Fires had resulted in these being mis-recorded as Primary Fires. There had been a small erroneous increase in the numbers of Primary Fires reported as a result of this. This problem was being addressed by checks and queries to identify and rectify mis-recorded Primary Fires. This issue would be a component of the enhanced training which was being planned for IRS users in conjunction with the Training and Development team. The IRS User Group was also being used to communicate such problems to users.

The results of the Data Quality Audit had been fed back. Some minor errors were cited in procedures to collate statistics, however no areas for serious concern were identified. An Information Audit project would be carried out by the Service to review all processes for producing business critical information, to validate the robustness of the information produced and to ensure adherence to the Service Data Quality Policy (MANPQ:31-08).

22. **RESOLVED** – That the current data quality standards be noted.

Performance Summary Document 2009/10
(Schedule 3)

23. The report sought approval for the Annual Performance Summary which replaced the Best Value Performance Plan. The document satisfied the Comprehensive Area Assessments 'Duty to Inform', which was a requirement placed on all Fire and Rescue Services to communicate to the public its achievements and level of performance. The document covered the 2008/09 financial year and included key strategic performance indicators and local working initiatives by Area Commands.

The Best Value Performance Plan (BVPP) was disbanded in 2008/09. The BVPP was a statutory document requiring prescriptive communication on performance against the Best Value Performance Indicators achieved by the Service. The target audience for this document was the community which the Service serves.

The Performance Statement performed the same function as the BVPP, however the format and content of the Performance Statement was much less prescriptive than the BVPP. The Service therefore had more scope in determining how the document should look and the information it should contain. The document had been designed so that each Area had its own performance summary.

Members were circulated with a revised version of the Performance Summary document at the meeting which corrected some typographical errors. Members agreed that this was an excellent document. Mr Enness felt that this was worthy of congratulation and thanked Ms K Bourne, the Performance and Planning section and the Communications team for the work undertaken on the Performance Summary document.

24. **RESOLVED** – That the content of the document be noted.

(b) That the final draft be forwarded to the full Fire and Rescue Authority for approval on 14 December 2009.

Unwanted Fire Signals Update
(Schedule 4)

25. Members were given a presentation by Mr A McEntire, Station Manager Central Risk Reduction, on the progress made on reducing the number of unwanted fire signals.

Unwanted fire signals were all calls to the Fire and Rescue Service which had been generated from an automatic fire detection system which were not fires. A "false alarm" was defined as an alarm generated from a system which was not a fire. An "Unwanted Fire Signal" was a "false alarm" that is passed to fire control, and for which an emergency response was made.

UwFS were a growing problem, with the continued economic development more and more buildings were fitting fire detection systems and therefore UwFS's were increasing. These systems were being installed not just in new buildings, but in existing buildings where refurbishments were undertaken or systems were installed/upgraded to meet current standards. The Service did encourage businesses to install fire detection systems. It was important that businesses had the right equipment and had it properly maintained. When the system was faulty then it was the responsibility of the business to ensure that it was fixed. It was important the people at the premises knew what to do when the alarm went

off. The new detection systems actually showed where the fire or trigger for the alarm was occurring.

It was accepted that fire alarm detection systems would occasionally generate false alarms, but good management of these systems would reduce the number of these false alarms occurring and being passed to the Fire and Rescue Service and therefore becoming unwanted fire signals.

The draft CFOA policy 2004 was concerned with all premises with automatic fire detection systems which were connected to "call receiving centres" and gave guidance in the following areas:

- Registration of Premises
- Licensing of Alarm Receiving Centres
- Fault Tolerance Levels
- Roles of Key Players
- Attendance levels
- Third party accreditation schemes

Members noted that the original policy did **not** cover systems that did not connect to Alarm Receiving Centres. The revised CFOA policy now referred to all false alarms from both automatic detection and manual fire warning systems. The policy also covered call filtering, performance levels, response levels and the registration of systems. The policy did not deal with calls received through 999 calls.

To reduce the number of calls the following measures had been introduced:-

Operational policy – this policy identified when and how the Service would intervene at premises sending UwFS eg Non-return of investigation forms; 2 UwFS within a two week period, 3 UwFS within a 26 week period.

Standard Operational Procedures support operational personnel in how to deal with UwFS at unoccupied premises. The policy now indicated that the appliance could leave an unoccupied property after 20 minutes if there was no fire and the key holder did not arrive.

Monitoring procedures – These gave the Area Command monthly updates on offending premises and how the Area Commands were performing against a requirement to reduce UwFS by 10%.

Investigation forms – detailed an investigation process which must be completed by the Incident Commander and the responsible person at the premises.

Call filtering – this process was delayed whilst awaiting guidance from the final CFOA policy. This had been diluted from the Services original concept due to the guidance within the policy. The Service challenged all calls received due to the operation of an automatic system, requesting that the premise investigate the cause of the alarm where it was safe to do so and re-contact the Service with the results. The Service still sends an automatic response but would close the incident if the premise confirmed that the call was not due to a fire.

A diagram showing the process for receiving the calls was outlined.

Regional Forum – had been set up within the West Midlands region to share best practice.

Members were advised that intervention, training and support for Keele University staff and security personnel had shown a dramatic reduction in the number of calls to the

Service. Keele University had 97 different alarm systems. For January to September 2009 Keele University had only had two UwFS. The University now had some former fire service personnel working for them.

By working with premises the number of unwanted signals could be reduced. For example the Roman Way Hotel adopted a two minute delay prior to calling the fire and rescue service whilst they investigated. In 2008 they had 9 UwFS in 12 months. Over the Christmas period 2008 six false alarms were investigated by management, with no calls to Service. Members were advised that false alarms could be caused by badly placed detectors or call points. Following intervention with McCains in April 2008 the Service had received no calls since. The Service were working with the University Hospital of North Staffordshire who were identifying the worst offenders and causes, considering the removal of toasters, they were ensuring greater control over contractors and were controlling the use of steam cleaners.

A table showing the UwFS calls received against the targets set was shown. Overall the no of UwFS was 1% under target.

The presentation outlined the steps that had been taken and which were to be taken to reduce the UwFS further. Area Commands had been updated of the situation and lead officers had been identified at each Area Command. Workshops and additional training had been held for station managers and a training package had been developed for crew and watch managers. Monthly updates were given. Central risk reduction assisted with progress where practical. The possibility of employing a dedicated UwFS officer had been discussed but had not been agreed at this time and time was needed to see the results of the additional work being undertaken at Area Commands to reduce the UwFS. A standard letter and information leaflet was to be produced. The input of investigation reports on to the CFRMIS (Community Fire Risk Management Information System). The CFRMIS and premises recording would be further developed. The policy documents were to be amended and updated.

With regard to responding to calls Members asked whether the policy should perhaps be stronger. Members were advised that Mr Enness, Mr McEntire and the former Chairman of the Scrutiny and Performance Committee had visited Oxfordshire Fire and Rescue Service to see how their policy worked. Their policy was introduced in 2003 following the industrial action. During the period of industrial action they received no calls. Oxfordshire did not respond to UwFS unless there was a confirmed fire.

Members commented that businesses were currently struggling due to the recession and therefore would not wish to spend money on upgrading their systems. They also discussed the advances of fire detection equipment such as dual heat and movement detectors.

Members thanked Mr McEntire for his presentation.

Members looked forward to seeing improved performance in this area. The Committee would continue to have update reports on UwFS and depending on the results of the updates they may wish to look at the policy with a view to making recommendations to the Authority about its possible review.

26. **RESOLVED** – That the presentation on UwFS be noted.

(b) That periodic update reports on UwFS be brought back to the Committee.

Accidental Fire Deaths and Injuries Progress Report (Schedule 5)

27. On 16 February 2009 an 'Accidental Dwelling Fires Task Group' was established as a result of the concerns of both Members and senior officers after three separate accidental fire deaths within an eight day period in January 2009, which was an unprecedented event especially since the start of Staffordshire's modernisation agenda.

The 'Task Group' of six members and five officers were led by Councillor Roger Smith who together examined the causes of fire deaths within the County and invited evidence from external bodies and individuals who, in the opinion of the 'Task Group', could provide such information. The 'Task Group' examined all accidental fire deaths from November 2006 onwards which was chosen due the commencement of the 'Olive Branch' initiative and the tragic death of Olive Simcock in Dove Cottage, Blymhill. There were fifteen accidental dwelling fire deaths during the research period although that had subsequently been reduced to fourteen due to the Rugeley incident being re categorised.

The report highlighted that if you were elderly and lived alone you were more likely to die in an accidental dwelling fire especially if there were additional contributory factors e.g., coal fire, alcohol, smoking or you had medical problems.

The findings and recommendations of the Accidental Dwelling Fires Task Group report were approved by the Fire Authority on 20 May 2009. One of the six recommendations of the report was to update the Scrutiny and Performance Committee of the Service's progress against the recommendations which were:-

Recommendation 1

The 0800 team was established and went live in July 2008 and has made considerable progress in booking Home Fire Risk Assessments (HFRC's). The first 10,000 appointments were secured by mid May 2009 however the 20,000 mark was reached by 18 September 2009. This had been attributed by more proactive publicity, increasing performance of the team and more accurate information being received from Social Care and Health. The Service had carried out 32,460 HFRC's since April 2008 and carried out a total of 225,146 County wide since HFRC's were first undertaken. The HFRC Team had been set performance targets of 32 appointments per day.

Recommendation 2

Area Commander Steve Pope would be outlining the progress made with the Staffordshire Wide Accident Prevention Partnership (SWAPP). The SWAPP was a multi agency partnership looking at the wider safety issues for adults over 65.

Recommendation 3

All Area Commanders had made contact with the local coal merchants to explore the possibilities of making owner/occupiers safer from fire. Fire-fighters also emphasise the dangers of coal/wood fires when carrying out a HFRC.

Recommendation 4

Fire guards formed part of the HFRC package in every household.

Recommendation 5

Area Commands were using ACORN to ensure the most vulnerable members of their local communities were prioritized and made safe from fire.

Accidental fire deaths were still occurring but the Authority were doing all they could to reduce the risks. Lifestyle issues and attitudes of people sometimes made them vulnerable and at risk.

Mr Pope gave his presentation which outlined the work of the Member task group, the initial introduction to the Staffordshire Vulnerable Adults Board, the profile of the accidental fire deaths, the initial progress made by SWAPP, the target audience and what the group had agreed to date. He was the Chairman of SWAPP. There would be 27.2m people over the age of 50 by 2030. The partners had put in initial contingency funding of £1000 each. Themed working groups were being developed and the formal launch of the group was planned for January 2010. A training package would be trailed in Staffordshire Moorlands and South Staffordshire. There was currently no one from the Primary Care Trust on the group but the Chief Fire Officer/Chief Executive was working with the PCT on this. The work of the working group would result in multi skilled care practitioners, a signposted referral process, and safer older Staffordshire people. A trained worker would be funded through the Local Area Agreements. The cost of employing this person would be approximately £15,000 whereas if the elderly client had a fall the costs would run in the region of £29,000. Mr Pope showed a series of slides on what delivery would look like. His Mum had very kindly posed for the photographs which highlighted hazards in the home such as ill fitting slippers, non grip walking stick, loose hearth rug, trip hazards on stairs and the use of safety chain to prevent door step crime. Ill fitting slippers made up the majority of falls in the home. 43% of all deaths in the home were from falls. Only 3% of deaths in the home were fire deaths.

Members thanked Mr Pope for his presentation.

28. **RESOLVED** – That the report on Accidental Fire Deaths and the presentation on the SWAPP (Staffordshire Wide Accident Prevention Partnership), and the progress made, be noted.

Acorn Reporting System (Schedule 6)

29. Mr D Askey gave a presentation on the Acorn reporting system. Acorn is a dataset of lifestyle information. By analysing significant social factors and behaviours, it provided an understanding of the different types of people in the UK. The Acorn classifications were attached to postcodes. The information could be used to analyse socio demographic trends which were predominant in certain geographical areas.

Acorn data was used to analyse the types of people who were having accidental dwelling fires and also people who were injured or killed in fires. This information was used to identify communities which contained people with similar profiles, so that risk activity could be targeted more effectively. For example it could also be used to identify locations where people were more likely to own a chip pan or an electric blanket so initiatives could be planned with this in mind.

Acorn data was classified into 5 categories, 17 groups and 56 types. The data was collated from various sources such as census data, crime data and other socio demographic data sets.

Acorn categorises all 1.9 million UK postcodes, which had been described using over 125 demographic statistics within England, Scotland, Wales and Northern Ireland, and 287

lifestyle variables, making it a powerful discriminator, providing a clearer understanding of people and communities.

The presentation gave a breakdown of Acorn categories in Staffordshire. This information could be used with our incident data to analyse types of people who were having fires and where they were likely to live. For example in 2007 the most prominent Acorn type to be having accidental dwelling fires was the Hard Pressed category. Using lifestyle information gave an insight into how people live their lives and was another tool to be used in planning risk reduction strategies.

Members were advised that they could see what category they fell into by going on the website www.upmystreet.com

The Service had purchased the Acorn License in partnership with Staffordshire County Council and Staffordshire Police from a company called CACI. There was an annual payment of approximately £5000 per annum. This entitled the Service to yearly updates maintenance and one license.

Members thanked Mr Askey for his presentation.

30. **RESOLVED** - That the report and the presentation on the Acorn system be noted.

Overview of the Fire Improvement Group

31. Mr Enness gave Members an overview of the Fire Improvement Group. The Group was made up of lead officers and Members of this Authority and of Cleveland, and Merseyside Fire and Rescue Service. The Group had recently been joined by West Yorkshire and Kent Fire and Rescue Services. The Improvement Partnership was made up of officers from the fire and rescue services which looked issues on policies and practice and would highlight areas that may need to be looked at by the Fire Improvement Group. The Group shared best practice and made suggestions for continuous improvements.

32. **RESOLVED** – That the overview of the Fire Improvement Group be noted.

Items for Future meetings

33. Members discussed the items for future meetings. Members discussed efficiencies and the document issued by the Audit Commission in December 2008 “Rising to the Challenge” improving fire service efficiency. It was suggested that a task and finish Working Group should be set up too look at whether the Authority had done all it had set out to achieve in relation to this document. The Working Group could set its own direction although it would mainly look at the progress of this Authority against the document. As well as Mr Norris, Mr D Stevens and Mr A Buttery would assist the Working Group. Meetings of the working group would be fixed as soon as possible and the “link” to the document would also be forwarded.

34. **RESOLVED** – That a Working Group be set up consisting of three Members, Mr Wells (Chairman), Mr Billson and Mr Rigby, to look at the progress of all activity connected to Staffordshire Fire and Rescue Authority on the recommendations contained within the Rising to the Challenge document and report back the Scrutiny and Performance Committee to be held in January 2010.

(b) That areas of scrutiny be undertaken where recommendations from Rising to the Challenge report had not been met.

(c) That the following items be brought to a future meeting of the Scrutiny and Performance Committee.

January 2010	Non Domestic Fires – Strategies being adopted and the effectiveness
	Report of CCTV Equipment - attacks on Firefighters Protection, the storage of footage and Data Protection
	Communications Team and Strategy
	Feedback from the Working Group on Rising to the Challenge and on Efficiencies General
Future Items date not yet specified	Previous Working Group updates
	PFI Scrutiny
	Staff Welbeing Strategy – Further Progress Report
	Performance – Fire Service Family Group
	Internal Audit Report on the Occupational Health, Fitness and Welfare Facility
	Data gathering – work to facilitate the gathering of data
	LAA report

Date of next meeting

35. **Date of Next Meeting** – The next meeting of the Committee was scheduled to be held on Thursday 7 January 2010 at 2.15pm.

CHAIRMAN

SCRUTINY AND PERFORMANCE COMMITTEE

Date: 7 January 2010

Subject: Q2 Performance Report

Open

SUMMARY

The purpose of this report is to provide Scrutiny and Performance with information regarding Service performance for Q2 2009/10 year. The table attached to this paper reports primary performance information and a summary of data confidence.

OPTIONS

- a. The contents of the report are noted

RECOMMENDATIONS

The contents of the report are noted

Financial Implications

The report contains indicators and commentary relating to financial performance indicators

Legal Implications

None

Equality and Diversity

None

Risk Implications

Failure to perform to expected standards and to meet targets has serious implications for the Service and all underperformance should be discussed and actions to address agreed and understood

Consultation and Engagement undertaken

None

Other implications

None

Background

The report identifies that a number of key indicators are achieving target, whilst others have not. Some concerns exist with the data quality of information being reported via IRS. Errors are being worked on with Area Commands.

The report contains 'Killed and Seriously Injured from Road Traffic Collision' information, which is sourced from Staffordshire Observatory. This data originates from Staffordshire Police and the definitions used to classify killed or seriously injured casualties are as follows:

- Fatal: A person dies within 30 days of a collision as a result of the collision. This would also include incidents involving a single vehicle where no collision occurred (for example a motorcycle) and would relate to all road related incidents (for example if two cyclists were involved in a collision whereby a party was fatally injured).
- Serious Injury: A person is detained in hospital as an in-patient (either immediately or later) and/or sustains fracture, internal injury, burns, severe cuts, crushing, concussion, severe general shock, death occurring more than 30 days after the collision as a result of the collision. All incidents would be included as described for Fatal casualties.
- Minor Injury: A person sustains injuries not requiring medical attention for example whiplash, sprains, bruises, cuts not judged to be severe, slight shock. All incidents would be included as described for Fatal casualties.

Many of the incidents which would result in the casualties described above would not be attended by the Fire Service and would therefore not be included in our statistics. This is because the Fire Service would generally not be called to an incident which did not require persons to be extracted from a vehicle or for a vehicle to be made safe following a collision.

This Report is for: Information

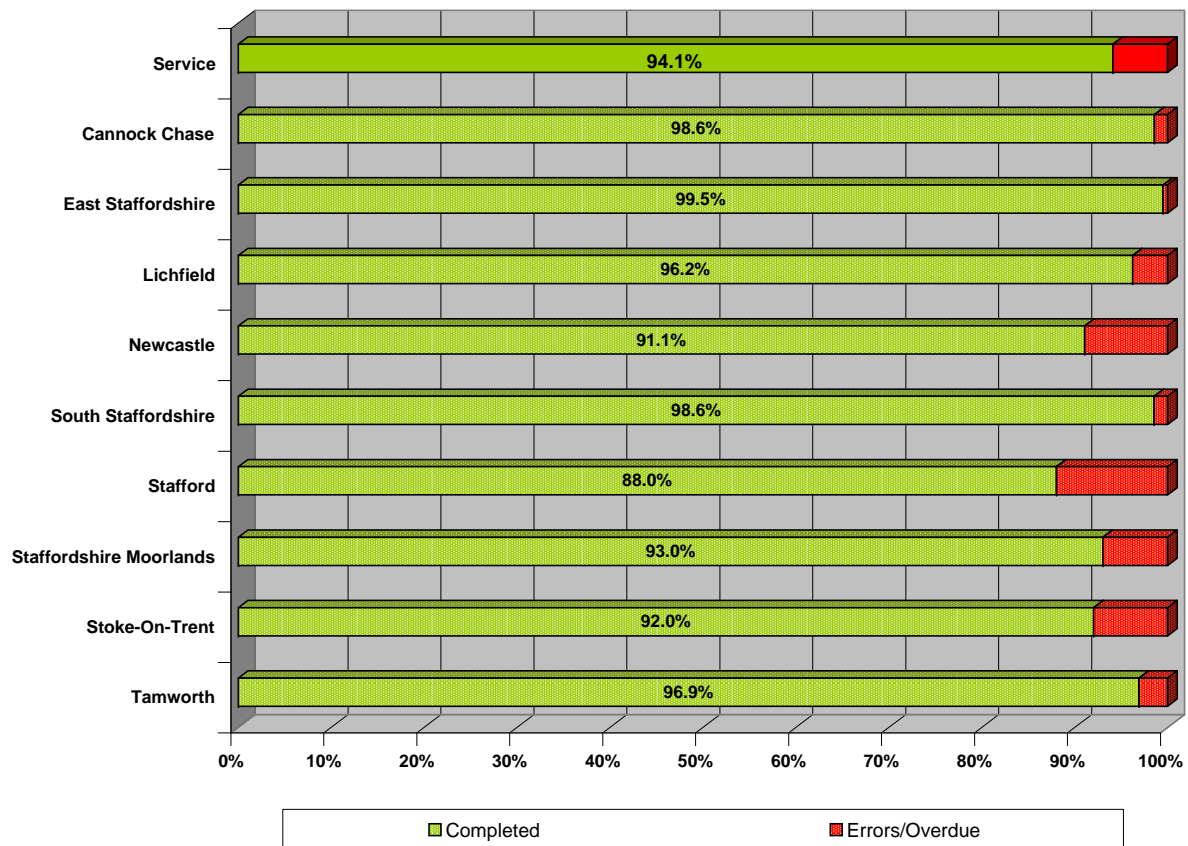
Report Author: - Kath Bourne

Telephone: - 8606

Email:- k.bourne@staffordshirefire.gov.uk

Performance Summary : Strategic Indicators
Q2 2009/2010

IRS Data Confidence for 01/04/09 - 01/10/09
Run on 20/10/09



**Performance Summary : Strategic Indicators
Q2 2009/2010**

Report run on 19th October 2009

Indicator reference and title		YTD Performance			Trends			Projected Year End	Year End Target	Projected Rag Status
		Actual	Target	RAG	In Year	3 Year	Compared to same quarter 08-09			
SAFER COMMUNITIES (part 1)										
Primary Fires										
NI 49 i	Incidents Primary Fires	1118	980	▲	↓	↓	↑	2184	1932	▲
NI 49 ii	Deaths in Primary Fires	3	3	★	N/A	↓	N/A	N/A	6	N/A
NI 49iii	Injuries in Primary	39	26	▲	↓	↓	N/A	N/A	55	N/A
Accidental Dwelling Fires :										
SC1	Accidental Dwelling Fires	307	231	▲	↓	↓	↑	658	503	▲
SC2	Death and Injures in Accidental Dwelling Fires	22	11	▲	↓	↑	↑	NA	29	N/A
SC3	Deaths from Accidental Dwelling Fires (annual Target of 2)	2	1	▲	N/A	↑	↓	NA	2	N/A
SC4	Injuries from Accidental Dwelling Fires	21	9	▲	↓	↑	↑	NA	27	N/A
Malicious Calls :										
SC5	Not Attended	62.00%	70%	▲	↔	↓	↔	630	580	▲
SC6	Attended	38.00%	30%	▲	↓	↓	↔	N/A	30%	N/A

* Please note there is no in year trend for indicators NI49ii and SC3 due to the numbers being small

Trend Symbols: Arrow Direction indicates the direction of the trend, red indicates a bad trend, green indicates a good trend, amber no discernable trend

RAG Symbols: Red Triangle indicates the actual has failed to meet the target, Green Star indicates that the target has been met or beaten

Quartile comparisons have not been included because 2008/09 national data is not yet available

**Performance Summary : Strategic Indicators
Q2 2009/2010**

Indicator reference and title		YTD Performance			Trends			Projected Year End	Year End Target	Projected Rag Status
		Actual	Target	RAG	In Year	3 Year	Compared to Same Period 08-09			
SAFER COMMUNITIES (part 2)										
All Arson including grass fires (NI 33) :		1991	1,858	▲	↓	↓	↓	3334	3129	▲
SC7	Deliberate Primary Fires Ex Vehicles	252	179	▲	↓	↓	↑	477	346	▲
SC8	Deliberate Primary Vehicle Fires	228	252	★	↓	↓	↓	432	490	★
SC9	Secondary Fires Ex Vehicles & Ex grass fires	832	856	★	↓	↓	↓	1544	1599	★
SC10	Secondary Vehicle Fires	0	17	★	↓	↓	↓	0	36	★
Smoke Alarm related :										
SC11	Smoke Alarm Activated	40.60%	48%	▲	↑	↑	↓	N/A	48%	N/A
SC12	Smoke Alarm Not Activated	17.50%	11%	▲	↓	↓	↑	N/A	11%	N/A
SC13	No Smoke Alarm	41.90%	41%	▲	↓	↑	↓	N/A	41%	N/A
Road Safety (County + City) April - June 09										
SC14	Killed (Observatory Figures)	17			↓	N/A	N/A	N/A	N/A	N/A
	Seriously Injured (observatory Figures)	75			↓	N/A	N/A	N/A	N/A	N/A
SC15	Slightly Injured (Observatory Figures)	775	1054	★	↓	N/A	N/A	N/A	N/A	N/A
SC16	Total Casualties (Observatory Figures)	792	1132	★	↓	N/A	N/A	N/A	N/A	N/A
SC17	SFRS Incidents attended April - September 2009	416	NA	N/A	↓	↑	↓	855	N/A	N/A
Business related :										
SC18	Non Domestic Property Fires	184	145	▲	↓	↓	↑	375	311	▲
SC19	Deliberate primary fires at Business Premises	59	50	▲	↓	↓	↓	119	108	▲
Other Strategic indicators :										
SC20	Retained Availability (reported against trend only)	83.60%	N/A	N/A	↓	↓	↓	N/A	N/A	N/A
SC21	UWFSSs	1628	1517	▲	↑	↓	↓	N/A	2941	N/A
SC22	Response Standards	91.47%	92.00%	▲	↑	N/A	N/A	N/A	N/A	N/A
SC23	Number of HFRC's (2 year trend shown)	11219	25000	▲	↑	↑	↑	N/A	50000	N/A
SC24	Number of completed HFRC's to 65+ (2 year trend shown)	47.00%	75%	▲	↑	↑	↑	N/A	75%	N/A
SC25	Attacks on Firefighters - Verbal	4	N/A	N/A	N/A	N/A	↓	N/A	N/A	N/A
SC26	Attacks on Firefighters - Physical	4	N/A	N/A	N/A	N/A	↑	N/A	N/A	N/A

*We believe SC10 performance is due to a classification error - to be investigated in IRS user group

*Please note that there is no trend information for indicators SC25 and SC26 due to the numbers being too small

*Response standards have only been reported since 01 January 2009

Trend Symbols: Arrow Direction indicates the direction of the trend, red indicates a bad trend, green indicates a good trend, amber no discernable trend



RAG Symbols: Red Triangle indicates the actual has failed to meet the target, Green Star indicates that the target has been met or beaten

Quartile comparisons have not been included because 2008/09 national data is not yet available

Performance Summary : Strategic Indicators
Q2 2009/2010

Performance Summary : Strategic Indicators
Q2 2009/2010

**Performance Summary : Strategic Indicators
Q2 2009/2010**

Indicator reference and title	YTD Performance			Trends			Projected Year End	Year End Target	Projected Rag Status	
	Actual	Target	RAG	In Year	3 Year	Compared to same quarter 08-09				
Planning and Performance										
PP1	Data Quality Confidence Level	94%	90%			N/A	N/A	N/A	90%	N/A
PP2	Percentage of projects with serious issues (at red)	0	10%	N/A	N/A	N/A	N/A	N/A	10%	N/A
PP3	Percentage of improvement plan actions with serious issues (red)	0	5%	N/A	N/A	N/A	N/A	N/A	5%	N/A

* Please note that indicators PP2 and PP3 are awaiting final consolidation improvement schedule

Trend Symbols: Arrow Direction indicates the direction of the trend, red indicates a bad trend, green indicates a good trend, amber no discernable trend

RAG Symbols: Red Triangle indicates the actual has failed to meet the target, Green Star indicates that the target has been met or beaten

Quartile comparisons have not been included because 2008/09 national data is not yet available

**Performance Summary : Strategic Indicators
Q2 2009/2010**

Indicator reference and title	YTD Performance			Trends			Projected Year End	Year End Target	Projected Rag Status	
	Actual	Target	RAG	In Year	3 Year	Compared to same quarter 08-09				
Assets and Resources										
AR1	Invoices paid within 30 days	96%	95%	★	↑	↑	NA	NA	95%	NA
AR2	Invoices paid within 10 days	60%	60%	★	↑	↑	NA	NA	60%	NA

Trend Symbols: Arrow Direction indicates the direction of the trend, red indicates a bad trend, green indicates a good trend, amber no discernable trend

RAG Symbols: Red Triangle indicates the actual has failed to meet the target, Green Star indicates that the target has been met or beaten

Quartile comparisons have not been included because 2008/09 national data is not yet available

**Stoke-on-Trent and Staffordshire Fire and Rescue Service
Scrutiny and Performance Committee**

7th January 2010

Non Domestic Fires - Strategies

1 Summary

This report informs Members of the situation regarding non domestic property fires and the approach being taken to deal with them. It also gives an overview of current and past performance to give an indication of the issue being faced.

Non domestic fires can cover a range of incidents from vehicle fires to large business premises these are also known as primary fires.

This report is concentrates on primary fires at business premises as this can have a wide economic impact on the community through losses not to just to the business but to the local economy and employment.

2 Recommendations

It is recommended that Members:

- note the content of the report
- comment on the areas of priority for the service to concentrate on risk reduction activities

3 Background

Communities and Local Government estimate the average cost of fire in a commercial building to be £43,800 (as at 2004) Taking 2008/09 figures of 327 fires in business premises this has a cost of over £14 million.

In Staffordshire between 2001/02 and 2008/09 primary fires reduced from over 3200 to just over 2000 per year with an 11% reduction in 2008/09 when compared to the previous year.

However, performance to date in 2009 is currently 21% over target for the year and 15% over the same period last year. This includes both deliberate and accidental fires.

3.1 Areas of work

Prioritisation

It is important to point out that there is currently a significant focus for risk reduction work to be concentrated on accidental dwelling fires and to reduce deaths and injuries arising out them.

An exercise has recently been carried out to map area command risk reduction activities against service and Local Area Agreement objectives. A report submitted to SMB recommended a number of priority areas that the Service could support and these include Primary Fires.

Legislative Powers

The Service uses its legislative powers to inspect, advise, direct and where necessary enforce actions required from those who are responsible for the safety of persons from fire in non domestic premises. We discharge our regulatory duties conferred by the Regulatory Reform (Fire Safety) Order 2005, the Fire and Rescue Services Act 2004 and other relevant statutory provisions.

Use of Risk Data

We will acquire and analyse risk data for all non domestic premises within Staffordshire Fire and Rescue Service, either specifically at a local area Command level or generically service wide.

This will allow a Risk Based Inspection Regime and programme to be implemented, monitored and evaluated.

To this end operational staff are now carrying out Operational Risk Audits which enables crews to assess the level of risk, (both operational and fire safety management), of premises within Staffordshire. (The Fire and Rescue Authority has a responsibility to collect information on operational risks under the Fire and Rescue Services Act 2004, Section 7, Subsection 2d) and also enables crews to contribute to fire safety management in a wide range of premises in Staffordshire through our powers described above.

Deliberate Fires

In 2008/09 35% of fires in business premises were deliberately lit while in the current year to date the figure is 32%. Therefore the Service is actively seeking to work with partners to tackle this problem.

As part of the Local Public Services Agreement for 2005-2008, A Police Sergeant with experience in Crime Reduction was seconded into the service under joint funding arrangements to formulate an Arson Reduction Team. This partnership was successful in implementing a strategy to reduce arson, based on four themes of education, prevention, investigation and detection. The FRA and Staffordshire Police recognise the benefits in continuing the partnership under the Local Area Agreement for 2008-11 to develop and strengthen inter service co-operation. A new Service Level Agreement has been drafted and a re-worked job description based on priorities under the Fire & Rescue.

Strategic plan, IRMP4 for Business Support and Staffordshire Police Strategy for 2008-11 has been devised

Operational crews regularly take part in Arson Alert and School Watch activities which brings to the attention of occupiers and owners matters that could be putting their premises at risk such as a build up of refuse, open windows and signs of criminal damage.

Business Support

The Business Support Team which has recently appointed a new Business Support Manager will be working to educate, inform and work with the Business Community across Staffordshire.

The team is currently working with a company called Safety Media to develop an online training and learning tool that will target small/medium sized businesses of Staffordshire and enable them to receive the required standard of training at dramatically reduced costs and in their own work place. This will be available through the Staffordshire Fire and Rescue website. Initial pilot has been well received and an indication that there will be uptake by those small businesses that are hard to reach.

The aim is to inform them of their responsibilities under Fire Safety legislation and raise awareness of measures to assist the business community, reduce unwanted fire signals and other safety related issues.

We will be actively engaging with the business community and taking a business-focussed approach to the changing economy.

All training packages use by the Business Support Team have been reviewed and instructors are familiar with new the structure and content of our courses.

A regular seat has been obtained at the North Staffs Health and Safety Group and from the last meeting attended several visits to businesses were generated.

A substantial business support pack is now available for any business in Staffordshire which includes subjects on fire safety, business continuity, arson prevention, training, managing unwanted fire signals and the Keep Your Business in Business Pack which is a regional West Midlands Arson Task Force Initiative which Staffordshire have signed up to. It involves raising awareness of the risk of fire/crime/terrorism and the mitigation of damage by such things as floods, in relation to business and schools. It allows business' a method of assessing the risks and providing information and guidance on how to reduce the risks. Leaflets are available for distribution locally to highlight the existence of such advice and these are distributed via operational and risk reduction staff

Report Author:- Andy Buttery

Telephone: - 01785 898551

E-mail:- a.buttery@staffordshirefire.gov.uk

Scrutiny and Performance Committee Meeting

**CCTV Use on Appliances
The Control and Storage of Images**

The Service has introduced a closed circuit television system – CCTV at Headquarters and a Verint RP 1000 Digital CCTV recording system on operational appliances.

A Policy document has been written by Edward Worsley, Health and Safety, and has been issued for consultation in order to identify the Authority's Code of Practice and Operating Procedures for existing and any future CCTV facilities within the Service. This will be reviewed annually as per the CCTV Code of Practice recommends.

This Policy document outlines the required processes for the handling, storing and viewing of such images in accordance with the Data Protection Act 1998.

Below is a summary of these procedures which must be adhered to:-

The CCTV system will be operated in a fair and just manner, within the law and requirements set out in the CCTV code of practice, only for the purpose for which it was intended and established.

The scheme will operate with due regard to the privacy of individuals.

Access to the recorded images will be restricted to a manager or designated member of staff who will decide whether to allow requests for access by third parties in accordance with the user's documented disclosure policies – Seventh Data Protection Principle

Viewing of the recorded images will take place in a restricted area, for example, in a manager's or designated member of staff's office. Other employees should not be allowed to have access to that area when a viewing is taking place.

Seventh Data Protection Principle.

Removal of the medium on which images are recorded, for viewing purposes, will be documented as follows:

- The date and time of removal.
- The name of the person removing the images.
- The name(s) of the person(s) viewing the images. If this should include third parties, this to include the organisation of that third party.
- The reason for the viewing.
- The outcome, if any, of the viewing.
- The date and time the images were returned to the system or secure place, if they have been retained for evidential purposes.

Interest from the public in the operation of the CCTV will be recognised by ensuring the security and integrity of the system by use of operational procedures as detailed in this document.

Any changes to the policy will only take place after consultation and agreement with relevant staff who have a recognisable role in the operation of the scheme and its control.

The scheme will not breach civil liberties.

No other agency, other than the monitoring security company, will have access to the control of the CCTV system.

Cameras will only be used for the purpose of the scheme, and shall comply with policy and procedure.

Cameras will not be used to look into private property within range of the scheme.

Only members of staff who have responsibility for using the equipment will have access to the control of the cameras and will be contained within a single secure location.

Access to the system for any reason will be strictly controlled and recorded. The records will be kept for every access and will include time, date, reason and person having access along with the person accessing.

Scrutiny and Performance Committee Task and Finish Group

Audit Commission National Report – Rising to the Challenge: Improving Fire Service Efficiency

1 Purpose of Report

This report informs Members of national research conducted by the Audit Commission and reported during December 2008 in their publication entitled 'Rising to the Challenge: Improving Fire Service Efficiency'. Furthermore, it provides an analysis of Staffordshire Fire and Rescue Service's (SFRS) progress and performance against the key questions that are asked within 'Rising to the Challenge'.

2 Recommendations

It is recommended that Members:

- note the content of the report
- comment on the areas for future improvement to strengthen SFRS' Integrated Improvement Plan
- undertake to receive updates on progress with the Integrated Improvement Plan

3 Background

The Audit Commission has responsibility for the performance assessment and audit of the 46 fire and rescue services in England, and is the body charged with providing explicit assurance that they meet the requirements of the National Framework. In 2004, the Commission published two progress reports on the modernisation programme and then undertook the first Comprehensive Performance Assessment (CPA) of fire services in 2005 which was further supported by annual Direction of Travel and Use of Resources assessments of all fire and rescue authorities. This year has seen the introduction for the first time of the Comprehensive Area Assessment, which has resulted in the publication of the 'Oneplace' report on the outcomes of Local Area Agreements and individual reports for specific partners.

During 2008 the Audit Commission conducted a national study which combined their findings from their work with the Service since 2004 with detailed analysis of operational, financial and incident data and with further field research at ten sites. From this research they produced a report entitled 'Rising to the Challenge: Improving Fire Service Efficiency,' which assesses the current level of efficiency and performance in the fire and rescue service and draws out lessons for the future.

The Commission states that '*...the report is designed for FRA members and CFOs and it challenges them to consider those areas where they might improve efficiency and effectiveness further in light of a tight funding settlement in 2011 and current economic difficulties..*'

4 Questions to ask

'Rising to the Challenge' set out 15 key questions for the fire service to ask. It was agreed at the Scrutiny and Performance Committee to form a working group to analyse SFRS progress and performance against this document and report its findings to the FRA via the Scrutiny and Performance Committee. The findings of the working group are attached as Appendix 1.

5 Contextual information

It is important to note that Staffordshire Fire and Rescue have consistently delivered improved performance to the local communities and have demonstrated a clear commitment to modernisation making significant progress with both the National Framework and Rising to the Challenge.

Indeed, this has been recognised by assessors from the Improvement and Development Agency (IDeA) in 2009 who stated in the Operational Assessment Peer Review that '*...Staffordshire FRS is progressive, ambitious and has achieved a great deal in terms of modernisation making clear progress with both the National Framework and Rising to the Challenge. The staff and Members show high levels of commitment and enthusiasm...*'.

Additionally, the Audit Commission themselves reported in December 2009 that '*...the Authority...(Stoke on Trent and Staffordshire Fire Authority)...has responded robustly to the Rising to the Challenge report...*'.

6 Efficiency Savings Available

The overall findings of the Audit Commission's research was that *the* fire and rescue services overall could save up to £200 million, and, as would be expected, their report focuses quite heavily upon how those savings could be made.

The Audit Commission have drawn up a table that identifies where possible savings could be made, although it implies that efficiency savings can be found evenly across all fire and rescue services. Moreover, the report makes no mention of where fire services are at the current time; for example reducing the number of wholetime firefighters required to cover shifts – for a fire and rescue service where there are large numbers of wholetime firefighters it will naturally follow that these efficiencies may be more readily achieved than those who already employ large numbers of retained firefighters. In addition it is important to understand that any decisions around the resource requirements of a fire and rescue service must be predicated on a full risk analysis to ensure that the actual organisational structure is the most appropriate structure to meet the risks to the local community and not necessarily the cheapest. However, the questions that are set out within the report are designed to interrogate these very issues.

SFRS has, and continues to exceed the efficiency targets that have been set and has structures in place to understand and meet the efficiency challenges of the future; more details of this are contained within the body of the main report as attached as appendix 1.

7 Integrated Improvement Plan

The outcomes from the range of internal and external audits and reviews such as Comprehensive Area Assessment, Use of Resources and Operational Assessment Peer Review are all fed into SFRS' Integrated Improvement Plan, which is reported to the Organisational Assurance Group and chaired by the Deputy Chief Fire Officer. The governance arrangements are that the Organisational Assurance Group reports directly to SMB.

Within the recommendations set out within this paper Members are advised that any comments arising from this report are fed into the Integrated Improvement Plan to ensure that all aspects of service improvement are managed in a robust and audited way. A further recommendation advises Members that progress with the Integrated Improvement Plan is reported to the Scrutiny and Performance Committee to ensure clear Member engagement and provide an appropriate level of scrutiny.

Report Authors:

Andy Buttery – Head of Safer Communities,
a.buttery@staffordshirefire.gov.uk

Dean Stevens – Head of Organisational Performance and Planning,
stevens.d@staffordshirefire.gov.uk

Kath Bourne – Head of Performance and Planning,
k.bourne@staffordshirefire.gov.uk

Rising to the Challenge

Questions for fire services to ask

- 1. How well are we performing?**
- 2. What has worked well in improving our performance?**
- 3. What impact has our CFS work had so far?**
- 4. How are we targeting our prevention, protection and community safety work?**
- 5. Where have we made the majority of our savings so far?**
- 6. How will we meet our share of the £110 million efficiency savings required?**
- 7. Can we save money by changing crewing or shift arrangements?**
- 8. Do we match cover and resources to risks?**
- 9. How well do we engage with the public?**
- 10. Can we work better with our neighbours?**
- 11. What activities are we engaged in with local partners?**
- 12. How will we increase the numbers of women and people from minority ethnic communities in our workforce?**
- 13. Is our fire service an organisation women and people from minority ethnic communities want to work for?**
- 14. What is our level of sickness absence?**
- 15. What is our level of ill health retirements?**

1. **How well are we performing?**
 - **How do we compare with similar fire services?**
 - **Do we know why?**
 - **How far have we reduced the risk to our communities?**

The Audit Commission noted in its Performance Assessment report for 2008 that Value for Money is good and that the Service exceeded its efficiency targets. The Performance Assessment scores demonstrate that we have joint 13th best position out of 46 Authorities, whilst the latest national information for expenditure (2006/07) puts us in 4th best position for the indicator Expenditure per Head of Population.

Analysis of the Service's performance against key indicators shows that:

- Comparing the full year 2007/08 and 2008/09:
 - 14 out of 19 key performance measures showed improved performance
- Comparing April – September 2008/09 and 2009/10:
 - 9 out of 13 key performance measures improved or maintained relative performance when benchmarked against Family Group 4 Fire Authorities

Where performance has not been met, robust initiatives have been implemented to address the issues, for example the 0800 campaign which is preventing vulnerable elderly residents from having accidental dwelling fires.

The Audit Commission report following the Direction of Travel assessment in 2008 noted that "The FRA is contributing well to wider community outcomes and is improving access to services and its approach to equality and diversity". This is reflected in the Service's high position on the Rising to the Challenge equality and diversity measures of Numbers of Female Operational Staff and Numbers of BME Operational Staff.

The PFI Project has allowed the Service to align its resources with up to date risk in the area, with the location and crewing arrangements for a number of stations in the area being recently revised in line with the most up to date intelligence about current risks in the community.

Areas for Further Improvement

The Service will continue to seek to improve its performance for Accidental Dwelling Fire and Smoke Alarm Activation measures, which are key to achieving the strategic goal of negligible fire deaths.

A key area of improvement is to establish a framework for evaluation of our activities, in order to develop intelligence about how to achieve the challenging targets needed to make further improvements in this area. This will help SFRS to better understand how far we have reduced risks to the community and why.

2. What has worked in improving our performance?

- **What can we learn from what others have done?**

The Service has put a number of key initiatives in place to improve performance. Some pivotal arrangements are now in place to allow the Service to release person hours to be committed to Community Fire Safety work. Such initiatives include the introduction of a salary scheme for retained staff, shift system changes and the introduction of Targeted Response Vehicles.

Improvements have been made in key equality and diversity measures and the Service has adopted revised sickness management arrangements which have resulted in big year on year improvements in sickness for the Service.

The PFI project has enabled the Service to tackle one of the biggest obstacles to improving performance. PFI has enabled the Service to make an updated assessment of the current risk profile of the local area, and to reposition some stations and change crewing arrangements and appliance locations to match current circumstances.

The Service has been instrumental in developing an Improvement Partnership Group with similar Authorities (Cleveland, Merseyside, West Yorkshire and Kent), in order to exchange best practice and encourage performance improvements. This group supports the Fire Improvement Group, which is a Strategic Forum for Members and Chief Fire Officers from these Authorities to develop strategies for improvements.

The Service takes part in Family Group 4 benchmarking, and also takes part in the CIPFA Value for Money benchmarking exercise, which allows us to consider how we compare with other public sector organisations in term of Economy and Efficiency, Impact and Modern Working Practices.

A key area of work has been the delivery of HFRCs vulnerable elderly households found to be at high risk from Dwelling Fire Deaths, following an increase in deaths during 2008/09. This resulted in the 0800 campaign, and a commitment to ensure HFRCs are delivered to all vulnerable elderly households in the area. Since then numbers of HFRCs delivered has increased with 20478 delivered in 2008/09 with 50% to vulnerable elderly households

Areas for further improvement

- Establish an evaluation framework in order to better determine what works successfully in improving performance.
- Project to review the Performance Framework currently in place, to ascertain if more intelligent use of targets and reporting can be developed.
- Implementation of a Performance Management Information System to enhance the dissemination of information and allow joined up intelligence to be derived from disparate sources such as performance indicator information and project information
- Planning Pilot to develop the planning arrangements currently in place, to allow for better planning and allocation of resources to address key issues.

3. What impact has our CFS work had so far?
• **Should we devote more resources to this work?**

The Staffordshire Safety Plan makes it clear that it is a priority of the Service to use resources to reduce risks and provide improved prevention and protection for our communities. Following the introduction of Targeted Response Vehicles and the subsequent release of operational staff area command risk reduction teams are being established to deliver local activities to meet local needs and priorities.

A wide range of activities take place across the Service and Area Commands including

- Home Fire Risk Checks
- Olive Branch Reaches Out project
- Student Fire-fighters Courses
- Schools education programmes
- Road Safety Initiatives
- Arson Intervention (Xtinguish)
- Community Outreach Fire-fighters
- Media Challenge
- Arson Alert
- Schools Watch

Our CFS/Risk Reduction work has over recent years reduced Accidental Dwelling Fires and associated deaths and injuries. It is recognised that maintaining and improving upon that level of performance is going to take a great deal of additional effort

Significant resources have been invested in CFS over the last twelve months with the establishment of the 'More for less' campaign and the introduction of the 0800 team and HFRC technicians for providing HFRCs targeted at vulnerable groups and in particular the elderly who have been identified as being particularly at risk. Since the inception of the 0800 team in June 2008 nearly 25,000 HFRC bookings have been made

Staffordshire Fire and Rescue Service continues to make effective use of available resources to Community Safety/Risk Reduction work. Some examples of SFRS performance include:

Between 2001/02 and 2008/09:

- Primary fires have reduced from over 3200 to just over 2000 with an 11% reduction in 2008/09 when compared to the previous year.
- Accidental Dwelling fires have reduced from 675 to 556 with a 9% reduction in 2008/09 when compared to the previous year.
- Accidental dwelling fire casualties reduced in 2008/09 to 38 compared to 221 in 1998/99, **an 83% improvement**

Areas for further improvement

The newly drafted Community Safety Strategy which includes prevention and protection will undergo a consultation process. This strategy will take into account the objectives of the Local Area Agreements and identify a number of priority areas in which Fire and Rescue Service activities can make a positive contribution to the shared objectives for the communities of Staffordshire.

4. How are we targeting our prevention, protection and community safety work?

- **Has it reduced the risk in the target areas?**
- **If so, have we reflected that in our planning?**

The risk in target areas is reduced by the area command structure enabling local teams to work closely with partners and the community to identify community safety needs and specific areas for work by sharing experiences and data. A recent review of service activities and LAA indicators has taken place to enable activities to be matched against shared objectives. While this review takes an overarching view it does recognise the need for local flexibility to allow locality working with partners to address specific needs

Analysis of deaths and injuries in accidental dwelling fires has shown that it is the elderly who are at most risk. In order to target this vulnerable group partnership arrangements between the Service and the Social Care and Health departments of the County and City Councils have been established for the sharing of data to target household occupied by elderly persons.

In addition to Service wide objectives area command teams work closely with local partners in identifying areas of risk and need for locality working to deal with a range of issues and to match activity to these local needs.

Risk profiling of all area commands has been carried as part of the process of determining response standards and as part of the IRMP/Safety Plan process which describes how activities will be targeted.

This also features in the PFI project work and has resulted in the changes to the status of a number of Fire Stations and the construction of new Community Fire Stations in new locations in order to align resources to risk. These include:

- New shift community fire station at Sandyford
- A change from Day Crewed to Shift at Cannock and Tamworth. The latter will be in a new location while the existing station will operate on a retained basis
- A new retained community fire station in the Rising Brook area of Stafford
- Change from Day Crewed to Retained status at Kidsgrove
- Change from Shift to Retained status at Burslem

Areas for further improvement

Continue to analyse incident data to identify any changes in areas of peak activity and to continue working with partners to identify priority areas for shared locality working to address specific community needs.

Following the review of activities carried out mapped against LAA targets community safety work will be prioritised and resources allocated to activities that make a positive contribution.

Through preparing for a second PFI project (PFI2) there will be an opportunity to further review risk profiles and existing resources. Close cooperation with neighbouring Fire Services will also take place when planning the disposition of resources.

5. Where have we made the majority of our savings so far?

- How do we compare to similar fire services?

SFRS has consistently demonstrated its ability to achieve or beat efficiency targets. The Authority's Annual Audit and Inspection letter of 2007/08 identified that efficiency targets were exceeded.

Moreover, the most recent Use of Resources judgements published in October 2009 stated that *'...the FRA continues to set savings in excess of the Government's efficiency target. The government target for efficiencies under CSR (Comprehensive Spending Review) 07 was £0.6m per year. The Authority has voluntarily set a figure of £0.8m and this has been achieved. The Efficiency Working Group was established in 2007/08...to identify and manage efficiencies...'*

Overall between 2004-08 the Authority has delivered £2,254,000 actual cashable savings.

Notable examples of efficiency savings include:

- Changes in Working patterns
- Targeted Response Vehicles
- IRMP efficiencies
- Regional collaboration
- Better procurement
- Corporate services
- IT provision

In 2008/09 the Authority achieved efficiency savings of £863,000, equivalent to 2% of its revenue budget. This ambitious strategy has resulted in greater savings than expected of the fire and rescue authorities in the CSR07 and demonstrates the Authorities commitment to delivering a cost effective high performing service to its community.

Efficiency Savings in 2009/10 have been identified and actioned relating to the overall pay bill. These are the combined result of the initiatives set up over the last few years including the resilience team, the shift review and the TRV implementation. Efficiency savings have also been reinvested on the engagement of staff in the Local Area Agreement to influence and improve prevention work. Regional working continues to deliver efficiencies through specialists being shared and the delivery of training and development.

A degree of caution must be exercised in undertaking financial comparisons by acknowledging the variations in the organisational structures that Fire and Rescue Services use and the relative financial positions of individual Fire and Rescue Services prior to Rising to the Challenge.

Areas for further improvement

Combined with improvements under question 6

6. How will we meet our share of the £110 million efficiency savings required?

- **Can we beat our target?**
- **What priorities would the savings allow us to resource?**

The Audit Commission in their Annual Audit and Inspection Letter published in March 2009 in their assessment of SFRS stated that '*...the FRA exceeded its cumulative efficiency targets. Cashable efficiency savings of £661,000 (equivalent to 1.5 percent of budget) were achieved in 2007/08 exceeding the target of 642,000...it has a strong track record of managing its spending within available resources and has consistently demonstrated prudence...*'

In 2008/09 the Authority achieved efficiency savings of £863,000, equivalent to 2% of its revenue budget. This ambitious strategy has resulted in greater savings than expected of the fire and rescue authorities in the CSR07 and demonstrates the Authorities commitment to delivering a cost effective high performing service to its community. Efficiency Savings in 2009/10 have been identified and actioned relating to the overall pay bill. These are the combined result of the initiatives set up over the last few years including the resilience team, the shift review and the TRV implementation. Efficiency savings have also been reinvested on the engagement of staff in the Local Area Agreement to influence and improve prevention work. Regional working continues to deliver efficiencies through specialists being shared and the delivery of training and development.

Staffordshire Fire and Rescue are now working hard and are fully committed to identifying our efficiency programme for 10/11 and beyond, both through our Efficiencies and Working Group and a detailed efficiency review currently being carried out by Department of Organisational Learning and Development. Looking at the longer term and the challenging environment that we will be facing, the authority will be looking at achieving a saving of upto 20% over the next five years, and will be factoring these assumptions into it's Medium Term Financial Strategy (MTFS). The Authority has a well managed capital programme. Integral to this is the successful bid for a Private Finance Initiative (PFI) funding to enable delivery of a 21st Century estate for the service. SFRS has a Medium Term Financial Strategy (MTFS) and has now developed a long term strategy which operates on a 30 year timeframe to enable planning over the life of the new PFI to be undertaken.

It is important that the efficiencies that have been and will continue to be delivered are effectively used to continue to reduce risk to our communities, examples of this include:

- Schools education packages
- Student firefighters
- Road safety messages
- Void premises initiatives
- Keep your business in business
- The 0800 team
- Young at Heart, Safe at Home

Areas for further improvement (for questions 5 & 6)

SFRS is aware that potential efficiency savings might be identifiable through understanding how other fire and rescue authorities deliver their services to their communities. Indeed, SFRS already works closely at a regional level to explore all possible alternatives to ensure we deliver value for money. However, it is important to recognise that while some of the examples and case studies that have been used by the Audit Commission to demonstrate how savings can be made that any proposed efficiencies do not compromise the out own high standards of prevention, protection and response activities. Nonetheless, SFRS will continue to seek opportunities internally, regionally and nationally to identify further efficiency savings.

Although SFRS has a proven track record of delivering efficiency savings it is important that we work with partners and continue to explore alternative ways of improving community outcomes. To achieve this area for improvement SFRS has an Efficiencies Working Group, chaired by the Head of Finance and a strategic objective has been set to ensure we continue to identify and capture future efficiencies. We need to involve frontline staff to develop options as it will become increasingly more difficult to identify savings in the future.

And finally as part of this process, we will also examine how other Authorities deliver their services to identify and introduce notable practice where it is right to do so.

- 7. Can we save money by changing crewing or shift arrangements?**
- **Can shift arrangements be changed?**
 - **Can any wholetime stations be converted to day crewed?**
 - **Can some cover currently provided by wholetime crews be covered by crews on the RDS?**
 - **Can smaller vehicles and crews be deployed to deal with smaller incidents?**
 - **What have other fire services like ours done?**

In recent years Staffordshire Fire and Rescue Service has reviewed and amended a number of working arrangements:

The day crewed system was reviewed resulting in significant changes to the working pattern and hours of duty that resulted in a reduction of retained type calls responded to by the wholetime day crewed firefighters thus leading to a reduction in turnout and attendance payments

The Shift duty system has been reviewed and changes made to the shift start and finish times and a reduction in the night time rest period resulting in an increase in available productive time.

The day duty working arrangements have been reviewed and changes made leading to an increase in productive time and the flexible duty system for operational officers has also been reviewed and changes made to increase available productive time and provide added flexibility to meet service needs.

As referred to earlier through the PFI 1 project and in conjunction with risk profiling a number of changes are being made to the status of some fire stations.

We have removed the second wholetime pumping appliance on three stations and replaced them with RDS crewed appliances and a further wholetime second pumping appliance will be removed in 2010 and replaced at a new retained community fire station in Rising Brook, Stafford in conjunction with the introduction of a Target Response Vehicle (TRV)

TRVs have already been introduced elsewhere for dealing with smaller incidents. Following a pilot in Stoke on Trent two further TRVs became operational in 2009 at Newcastle and Burton and a further one will enter service in 2010 (see above)

A new payment scheme is being introduced for retained staff and has already been taken up by nearly 50% of stations.

In real terms SFRS has been at the forefront of these types of changes and other services are actively mirroring our lead.

Areas for further improvement

Following the changes the status of a number of fire stations The next IRMP (5) will provide an opportunity to carry out further reviews of both the shift duty system and the working arrangements at the remaining two day crewed stations.

The Service will seek to roll out the new Retained payment scheme to all retained stations

- 8. Do we match cover and resources to risks?**
- **Do we know which areas have highest and lowest risk?**
 - **Can cover be safely reduced in low risk areas, for example during off-peak periods?**
 - **What have other fire services done in similar areas?**

The Safety Plan (IRMP) details how Area Commands will develop and use their Local Priority Plans to manage the risk in their local area. The Risk Analysis process supports this providing risk information based on socio-demographic data and information on the nature of incidents occurring.

Risk information has been used to support decisions on a range of projects such as PFI and Targeted Response Vehicle (TRV) implementation. Newly built PFI stations have been sited to ensure effective response arrangements based on current risk information and the implementation of the TRV's will maximise the efficiency of response arrangements to local communities. Part of this process has also included aligning the hours of operation of the TRVs to periods of the day where peak activity of the types of incident these appliances respond to occur. Similarly the day crewed review resulted in the positive hours of crews being aligned to peak activity periods.

The status of stations has also been reviewed and changes made based on risk profiling as detailed in question 4.

Risk information has also been critical in supporting the call management processes which have enabled Staffordshire to drive down numbers of hoax calls during 2008/09 and continue to drive down numbers of unwanted fire signals. Information regarding prolific hoax call offending sites is forwarded to Area Commands so this can be built into protection and prevention activities for their local communities.

Through the Safety Plan a computer based risk modelling system was used to develop a comprehensive risk profile of Staffordshire and has helped to establish a methodical approach to developing new response standards without unduly compromising safety. This process also used data from the 2001 census to determine population densities at census output level and data taken from the 2007 Indices of Multiple deprivation 2007. The result was the identification of risk areas that have been classified as Urban, Semi Urban and Rural output areas.

It is also worth pointing out that the majority SFRS currently has 19 stand-alone retained stations and a further 10 that have retained support. Following the PFI transition there will be 23 stand-alone retained stations and 8 having retained support.

Areas for further improvement

There is a need to regularly review the review the risk profiling exercise to ensure that resources continue to be matched to risk. The next Safety Plan which is currently being drafted will include further revisions of station risk profiles; day crewed and shift duty systems and the emergency response strategy.

We will work collaboratively with other Fire Services along our borders to ensure that we have access to the most appropriate equipment, skills and appliances to be able to respond to identified risks.

9. How well do we engage with the public?

- **How well do we make the case for efficiencies?**
- **How well do we explain the wider roles of the fire service?**

The Service is active in seeking public opinion concerning how services are delivered to the local community. The Audit Commission has reported that Members and managers work well together and with local communities to agree priorities for improvement, the Authority focuses on what local people want and provides quality services at low cost and that the views of local people are taken into account in deciding priorities in the Safety Plan.

Extensive public consultation took place in Cheadle and Wombourne over plans to remove a pumping appliance from each of these stations. Lessons learned from this experience were included in subsequent consultation in conjunction with the PFI planning and the proposals to change the status to Kidsgrove and Burslem fire stations and the introduction of a new station at Sandyford

For the Staffordshire Safety Plan 2008/11 the consultation was undertaken and managed on behalf of the Authority by Opinion Research Services (ORS) and took the form of:

- Focus groups with stakeholders
- Focus groups with members of the public
- Focus groups with staff
- A stakeholder launch event at HQ, Hanley Fire station and City Council Offices
- An event to include representatives of the business community
- Formal questionnaires which were available using the services' website, newsletters, through fire stations, and local media

The consultation feedback received during this process has been extremely perceptive and constructive it indicated that:

- Strong support to increased investment in risk reduction and building risk reduction capacity
- Businesses were keen to see how we are providing value for money
- Our commitment to sustainable development was well supported
- There were split views in relation to exchanging front line fire appliances with Targeted Response Vehicles (TRVs) – we accepted these concerns and developed a programme to help the public see how TRVs are an integral part of our response arrangements; 3 TRVs are now operational with a 4th planned and are successfully delivering a number of benefits

Areas for further improvement

Although SFRS engages widely with the public on a number of key issues it is recognised that this activity needs to be more joined up. To this address this and ensure a more coordinated approach is employed the new Corporate Communications and Engagement Strategy 2008-11 contains revised consultation arrangements.

10. Can we work better with our neighbours?

- What options for working together have we considered?
- What benefits could we secure from each of these?
- Do we share our good practice with other fire services?
- When have we borrowed good ideas from others?
- How can the RMB's help us deliver better collaboration?

SFRS works collaboratively with our regional partners in a number of ways. Within the West Midland Regional Management Board (WMRMB) the Regional Collaboration Forum and Regional Operations Team work closely together on a range of issues such as Incident Command and Analytical Risk Assessments policy and procedures. The Regional Operations Team has established a website through which regional partners can share information e.g. safety flashes, exercises and good practice. (This has been put in place by a Staffordshire member of staff)

Other areas of collaborative work include:

- Regional Assessment and Development Centre
- Regional Health and Safety Group
- Human Resource managers practitioners group
- Fire investigation arrangements with West Midlands Fire Service to provide level 3 FI for Staffordshire
- Regional Procurement
- Regional Treasurers Group
- Regional training and implementation for New Dimensions assets
- Memorandum of Understanding on inter-authority operability

A good example of how working in collaboration can realise efficiencies has been the recent introduction of new Respiratory Protective Equipment (Breathing Apparatus) which through joint procurement including 4 out of the 5 regional Fire Service has produced efficiencies approaching £100k when taking into the purchase cost of the new BA sets and the joint training and policy preparation processes.

A further example through the Regional HR managers group is that of a regional training programme for HR managers that realised efficiency savings of approx £4.5k

The Audit Commission has recognised that in the WMRMB *'engagement is good and working together is bringing real benefits. In other areas, such as the South West, the fire services support their RMB but have been slow to exploit the opportunities of working together and are making less progress'*.¹

SFRS also shares good practice with fire services outside the region and has benefited from the experiences of a number of services such as Merseyside and Greater Manchester.

Areas for further improvement

While collaborative working is well established with Regional partners on a wide range of issues there is a need to explore how we can improve on the current relationships and arrangements with other neighbouring Fire Services from different regions particularly Derbyshire (East Midlands) and Cheshire (North West)

¹ Audit Commission: Fire and Rescue Services National Report 2007 Scores and analysis of performance in fire and rescue authorities 2007

- 11. What activities are we engaged in with local partners?**
- **Which provide good value to the community for the time and money we spend?**
 - **Have we prioritised those that support our objectives cost-effectively?**

All area commands are represented on their respective Local Strategic Partnerships (LSP) and Crime and Disorder Reduction Partnerships (CDRP) and work closely with a range of partners to deliver community safety and risk reduction activities.

The structure of the Service into area commands that are co terminus with local authority boundaries facilitates these partnership arrangements and allow area command teams to take part in locality working where partners work together to target specific areas of identified need. The work referred to in question 4 above is helping to prioritise activity (based on local need) and takes into account capacity and resources to ensure our objectives are being met in a cost effective manner. We also have two officers permanently seconded to work with partners in the two LAAs that cover the service area.

The range of activities that the Service works with partners in is wide ranging and includes:

- Working with Staffs County Council and Stoke City Council Social Care and Health departments via a Memorandum of Understanding to allow them to provide contact details of those people aged 60 plus who receive help and assistance in order that we can arrange to carry out HFRCs.
- Working closely with Trading Standards on an annual electric blanket safety campaign and a firework safety campaign (Operation Good Guy)
- A strategic partnership has been established with Countywide Voluntary Sector Support Consortium (SCIO – Staffordshire & Stoke on Trent Consortium of Infrastructure Organisations) to develop commissioning and capacity building to enable the sector to carry out risk reduction activities on behalf of the Service.
- Through the Local Public Services Agreement for 2005-2008, A Police Sergeant with experience in Crime Reduction was seconded under joint funding arrangements to formulate an Arson Task Force or Arson Reduction Team. A new Service Level Agreement has been drafted and a re-worked job description based on priorities under the Fire & Rescue Strategic plan, IRMP4 for Business Support and Staffordshire Police Strategy for 2008-11 has been devised.
- The Staffordshire Casualty Reduction Partnership which is a multi agency group targeting road safety issues across Staffordshire and Stoke on Trent.

Areas for further improvement

A wide range of activities are taking place and the Service needs to evaluate their effectiveness in achieving shared targets and objectives and support for the LAA. An Area Command audit of activities against LAA targets has taken place and will be reviewed annually in line with the LAA.

We are undertaking a pilot of 'Partnership Toolkit' which aims to contribute to evidence the activities involving partners and have a robust process to monitor and evaluate these activities.

12. How will we increase the numbers of women and people from minority ethnic communities in our workforce?

- **How are we increasing the representativeness of senior management?**
- **What have we learned from other fire services or other public services?**
- **How are we monitoring progress on the requirements set out in the equality and diversity strategy?**

SFRS recognises that to be the best fire and rescue service it needs to attract and retain the very best people to achieve this. The Audit Commission reported in December 2009 (Annual Audit and Inspection Letter) that SFRS has a skilled and productive workforce and the Direction of Travel report of 2007/08 identified that the representation of minority groups, women and disabled people in senior posts have all improved. SFRS has achieved Level 3 of the Local Government Equality Standard and has signed up to CLG's stretch targets.

From the latest published statistics (07/08) SFRS is the 1st placed of the 45 Authorities in the country for top 5 per cent female earners. Furthermore, the Annual Audit and Inspection Letter (December 2009) states that within SFRS,

'...challenging equality and diversity targets are being hit and there is good representation of black and minority ethnic staff, matching the working population. This is a strong performance which ranks the authority 2nd of the 46 authorities in the country. There is a good representation of female firefighters, 2007/08 data shows they make up 5.3 per cent of the workforce which ranks the authority 3rd against other FRAs...'

SFRS has recently developed an Equality and Diversity Strategy 2010-2013 that is centred around the Single Equality Scheme. The strategy was developed by staff focus groups made up of a diverse cross section of the workforce. It has been designed to have a golden thread running through the strategy that links all of the priorities together within our Leadership Message. The strategy also reflects work that is going on regionally and, more importantly, reflects that which is contained within the National Strategy, although focussing on localised issues.

Areas for further improvement

Clearly this is an area of high performance, although it is important to monitor the life of the Scheme, evaluate the effectiveness of the Scheme and feedback in time to prepare for a new Scheme before the Strategy expires.

13. Is our fire service an organisation women and people from minority ethnic communities want to work for?

- **What could we do to achieve that?**

Clearly our performance in this area is already high although as a service we will continue to identify ways of ensuring that the organisational culture promotes equality of opportunity to all. The attainment of level 3 in the Local Government Equality Standard and our performance at a national level demonstrates the high level of commitment to the equalities agenda.

It is important to note that all our activities are designed to be fully inclusive for all sectors of the communities including race and gender. However, in terms of women and people from minority ethnic communities SFRS undertakes the following initiatives:

- Positive action days
- Taster sessions for women and members of minority ethnic communities
- Targeted press campaigns
- Visits to gymnasiums to target women
- Recruitment of bilingual firefighters for specific community engagement issues
- E&D Manager visits to discuss the need for clear links between a fully representative workforce and our risk reduction activities

Areas for further improvement

As set out in the response to the previous question. Furthermore, SFRS is currently engaged in the High Potential Leadership Programme, which is designed to attract and develop future leaders. This is a national project that is being piloted in a number of fire and rescue services and has as one of its strategic aims to increase representation of leaders from underrepresented groups.

14. What is our level of sickness absence?

- **How does that compare with other fire services?**
- **How are we planning to reduce it even further?**

SFRS recognises the importance of being proactive in driving down absence levels. The service reported levels of 8.47 shifts/days per wholetime firefighter in 2007/08, which was above that national average of 7.7 shifts/days. However, SFRS achieved a significant improvement in 2008/09 bring overall levels down to 6.5 shifts/days per wholetime firefighter, which is below the national average.

'Rising to the Challenge' states that if all fire services were able to reduce absence levels to those demonstrated by SFRS in 2008/09 that it would result in a national cost saving of over £10 million. The link between reduced absence and improved efficiency is clearly understood by SFRS and a number of initiatives have been introduced not only to maintain, but also improve on low levels of absence.

The DCFO was the Chief Fire Officers' Association lead on the HSE Attendance Management Project that looked at current systems and ways in which fire and rescue services can improve performance in this area.

The Human Resources (HR) department have identified Attendance Management as an area for further review and are actively working closely with the Occupational Health Department and other managers to improve performance in this area.

In addition SFRS has:

- Undertaken the employment of a service doctor to provide expert medical opinion and provide a more consistent approach to dealing with health related issues
- Introduced a revised Occupational Health & Welfare Strategy
- Undertaken a pilot with Staffordshire University to identify how best to support employees levels of overall fitness and well-being
- Added a number of occupational health related information documents on the intranet

Furthermore, SFRS understands the importance of levels of motivation within the organisation and its relationship to sickness absence. A key strand in the Leadership Message is focused on our people in reducing absenteeism, improving moral, decreasing stress, providing staff support and ensuring people feel valued.

Areas for further improvement

Continue to understand the link between levels of absenteeism and its impact on SFRS being able to deliver its services effectively and efficiently, and for this to be monitored. To progress the initiatives that have already been introduced and for HR to continue to work closely with all areas of the service to provide the appropriate guidance and support to managers in helping them deal with these issues.

To ensure the Occupational Health and Welfare Strategy is implemented and effectively embedded

15. What is our level of ill health retirements?

- **How does that compare with other fire services?**
- **How are we planning to reduce it even further?**

SFRS' levels of ill-health retirements for uniformed staff are 0.22% for the period 2007/08 and 1.85% for the period 2008/09. The national average for the period 2007/08 (latest available audited statistics) is 1.7% of wholetime employees. It is important to note that given the low numbers of wholetime employees actually retiring on grounds of ill-health that statistics change significantly with only 1 or 2 more ill-health retirements.

However, to put this into context the Audit Commission has recognised that overall nationally, 65 firefighters retired due to ill-health in 2007/08, compared to 6333 in 2000/01, when half of all firefighter retirements were due to ill-health; by 2007/08 that had fallen to just 6 per cent.

SFRS continues to be active in managing ill-health retirements and seeking ways to identify working opportunities for those who at any stage are deemed unfit for operational duties.

Areas for further improvement

To continue to work to reduce ill-health retirements and liaise with other fire and rescue services who have demonstrated excellent performance in this area or have identified notable practice to deal with this issue.

To use the services of SFRS' doctor to ensure consistency of approach in relation to ill-health retirements and ensure that the Occupational Health and Welfare Strategy is effectively implemented and embedded