

# Review of Corporate Performance Indicators and Proposed Tolerances for 2022/23

## Report of the Chief Fire Officer

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### 1 Executive Summary

This report provides information and recommendations for consideration by Strategy and Resources Committee, in relation to work currently being undertaken by the Service to introduce a new set of Corporate Performance Indicators (CPIs) and provide recommendations.

### 2 Recommendations

The Strategy and Resources Committee is asked to:

- a) Note the report and acknowledge the work undertaken to determine the proposed Corporate Performance Indicators for 2022/23;
- b) Approve the proposed Corporate Performance Indicators for 2022/23; and
- c) Consider, and decide upon, the introduction of a tolerance for Fires in Regulated Buildings (CPI.8)

### 3 Background

During 2020/21, work was undertaken with the Strategic Advisory Group and Fire and Rescue Authority committees to gain approval for the Service to implement a new set of Corporate Performance Indicators (CPIs).

Following significant work during January and February 2021, the Service introduced nine Corporate Performance Indicators. These being:

- All fires (CPI 1)
- Accidental dwelling fires (CPI 2)
- Deliberate fires (CPI 3)
- Fire related deaths and serious injuries (CPI 4)

- Fires confined to room of origin (CPI 5)
- Injuries sustained to staff through operational activity (CPI 6)
- Response standard - monitored against 3 categories of Urban, Town & Fringe and Rural (CPI 7)
- Fires in regulated buildings (CPI 8)
- Diversity, establishment and firefighter competence. (CPI 9)

The current CPIs enabled the Service to move away from targets which were set annually as a numerical target. This approach left no room for tolerance in performance. Applying a tolerance has enabled the Service to monitor performance through the direction of travel as opposed to a set end of year figure, enabling a more flexible and agile way to be applied to monitoring performance throughout the year.

## **4 Scrutiny and Assurance**

To ensure Service performance receives the appropriate level-of scrutiny, enabling assurance to be provided to the Authority, a different reporting and governance structure has been established to allow scrutiny to be applied and give oversight of activity.

This has been achieved through the introduction of a quarterly Performance & Risk Group, who look at the CPIs and associated performance against each of the nine areas.

The focus of the Performance & Risk Group is primarily across the following areas:

- Prevention
- Protection
- Response
- Availability
- People

To further support effective monitoring of performance, the use of data and intelligence has been introduced to assist understanding at all levels of the Service. This has culminated in the introduction of a new performance dashboard and includes performance metrics. The dashboard also incorporates data that is currently supplied to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), National Fire Chiefs Council (NFCC) and the Home Office. This approach ensures a reduction in duplication of work.

Further reporting and governance are achieved through the proposed CPIs for 2022/23, which are being approved at Strategy and Resources Committee on 23 March 2022, and quarterly reporting into Standards, Audit and Performance Committee, throughout 2022/23.

## **5 Proposed Corporate Performance Indicators for 2022/23**

When seeking to review performance throughout the introductory year of the new CPIs, it is clear that the tolerances set against four of the five indicators were appropriate, and this can be evidenced when viewing the Performance dashboard. The tolerances, whilst challenging, remain achievable.

The overall objective is to see a year-on-year performance improvement when considering cumulative figures. Further work will be undertaken and presented in relation to comparisons being made against national datasets and also the recently published Fand Rescue Service Family Groups.

The proposals within this report consider the performance for the first three quarters of 2021/22, and therefore final figures are based on assumption of performance for quarter four being in line with the first three quarters of the reporting year.




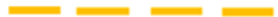
The key difference with the proposals set out within this report, is that trends throughout the previous 12-month period will be taken into account, which allows for more accurate monitoring against tolerances at different times of the year based on demand.

It is also worthy of note that the tolerances are in their infancy, and this will be the first opportunity to consider a 12-month dataset. This will mature and evolve over future reporting periods.

A further consideration when seeking to understand the data relates to lifestyle habits as a result of the pandemic. This may lead to anomalies within the data that will not be replicated as we move out of restrictions. An example of this would be the number of fires in regulated buildings (CPI.8), which may be a false representation of a 12-month period, as businesses may have been closed due to lockdown measures throughout the year.

Each indicator is displayed below with the proposal for any tolerance or alternative monitoring method.

### Key for following charts

	Lower Tolerance
	Upper Tolerance
	Actual Performance
	Previous 12 Months Performance

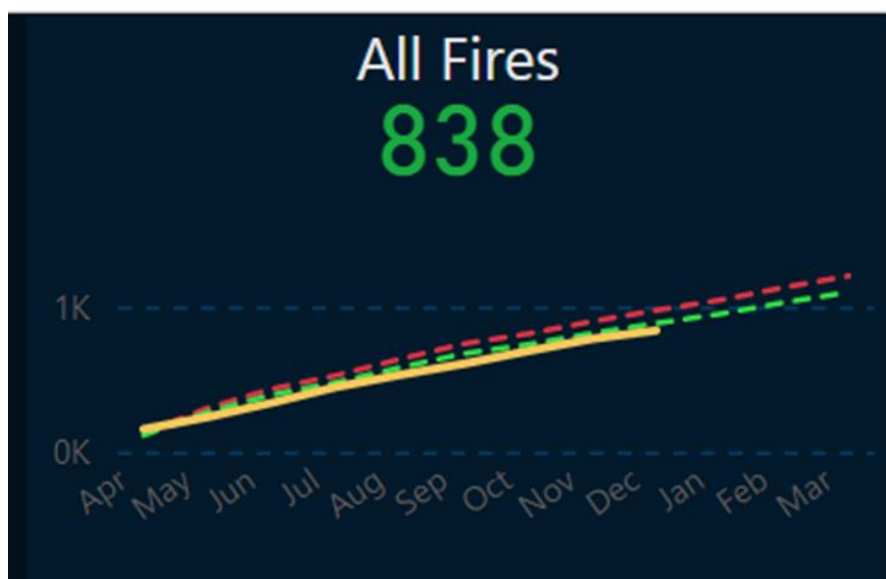
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## CPI.1 - All Fires

### Monthly



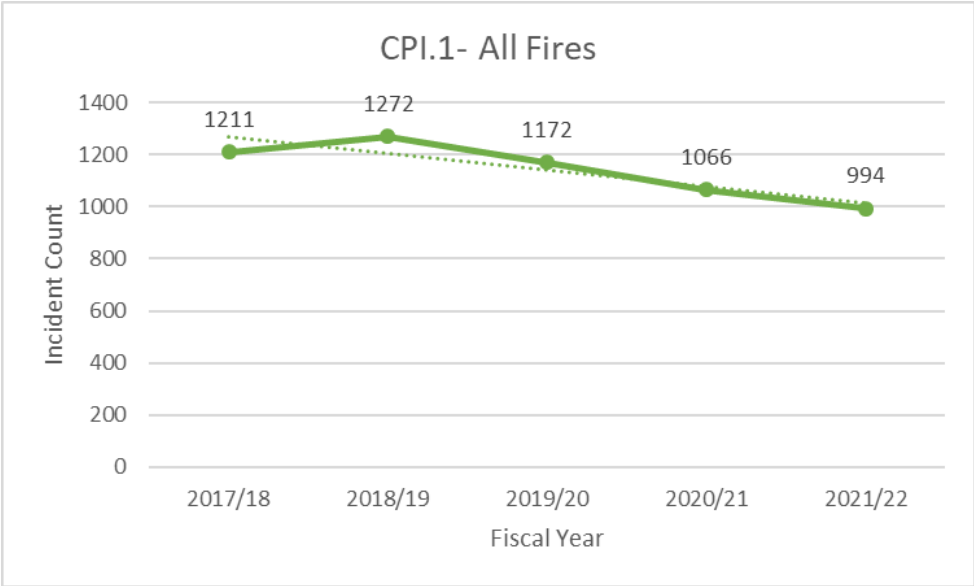
### Cumulative



Based on the graphs above, and assumption that Q4 will remain in the set tolerances, the final tolerance figures for the end of 2021/22 would be an upper tolerance of 1213, and a lower tolerance of 1101. This is based on the cumulative performance and the predictive monthly performance.

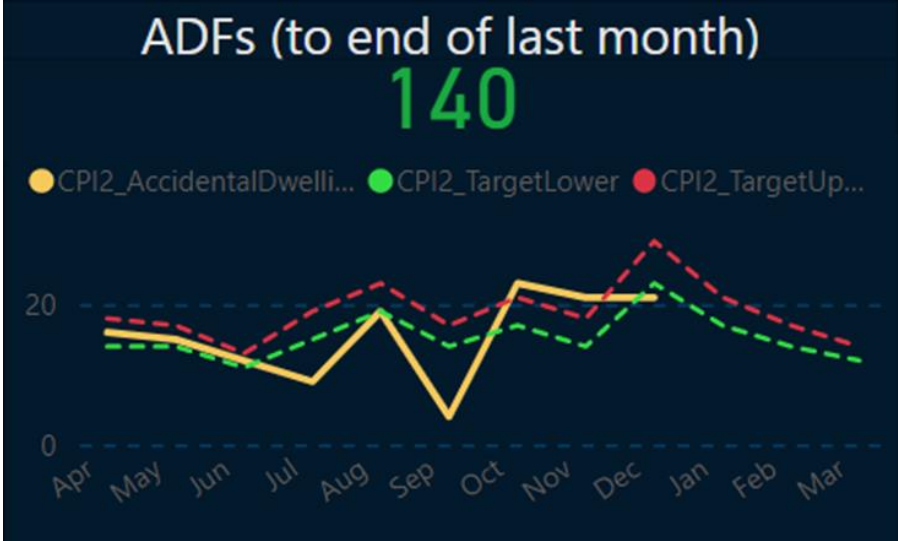
When considering the data, performance has been broadly in line with 2020/21 from July. **The recommendation is to therefore maintain a 5% tolerance**, whilst also comparing 2022/23 against 2021/22 performance.

When comparing projected performance of 994 incidents of an upper tolerance of 1213 and lower of 1101, with the forecasted performance at the start of the reported period of 1190, with an upper tolerance of 1250 and lower of 1130, performance will have been significantly better than anticipated (196 incidents or 16%). The graph below, indicates direction of travel over the last 5 years:



**CPI.2 - Accidental Dwelling Fires (ADF)**

**Monthly**



**Cumulative**

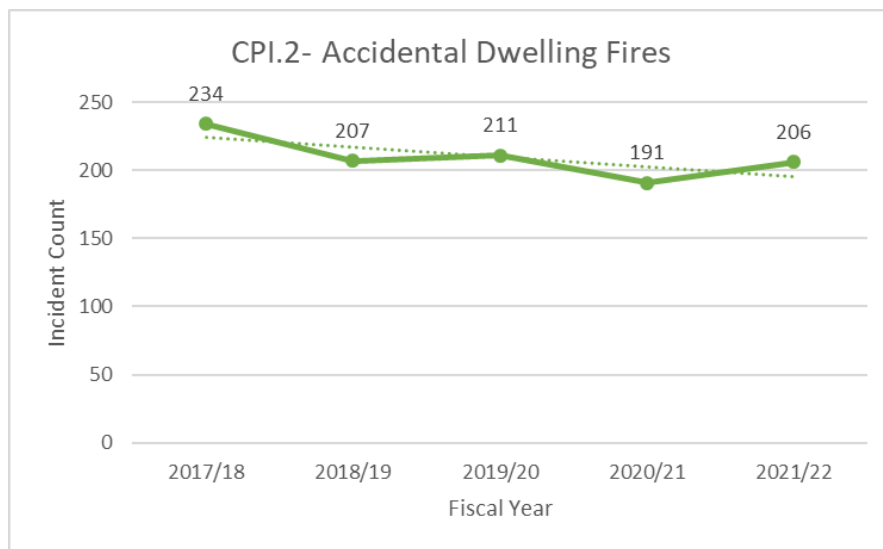


Based on the graphs above, and assumption that Q4 will remain in the set tolerances, the final tolerance figures for the end of 2021/22 would be 206, with an upper tolerance of 227 and a lower tolerance of 184.

When considering the data, performance has been broadly in line with 2020/21, with exceptional performance in September. **The recommendation is to therefore maintain a 10% tolerance**, whilst also comparing 2022/23 against 2021/22 performance.

When comparing projected performance of 206, with an upper tolerance of 227 and lower of 184, with the forecasted performance at the start of the reported period of 222, with an upper tolerance of 244 and lower of 200, performance will have been better than anticipated (16 incidents or 7%).

The graph below, indicates direction of travel over the last 5 years:

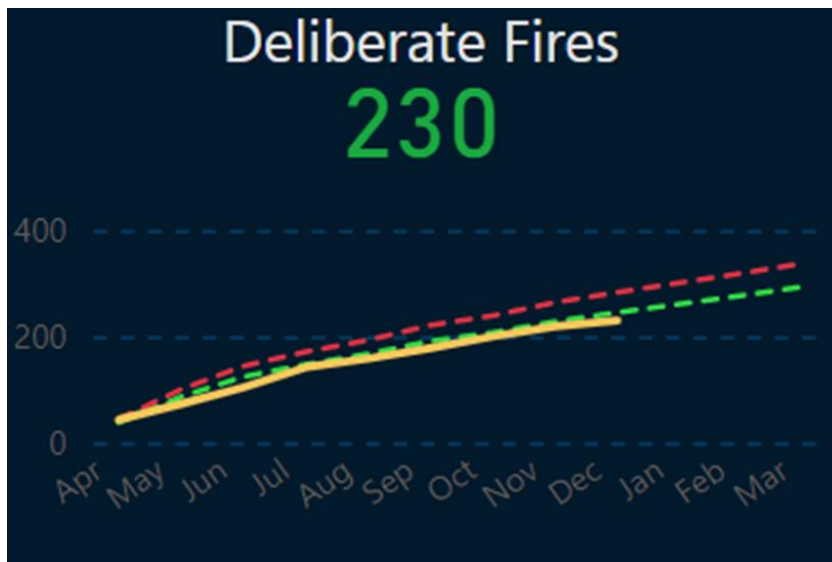


### CPI.3 - Deliberate Fires

#### Monthly



**Cumulative**

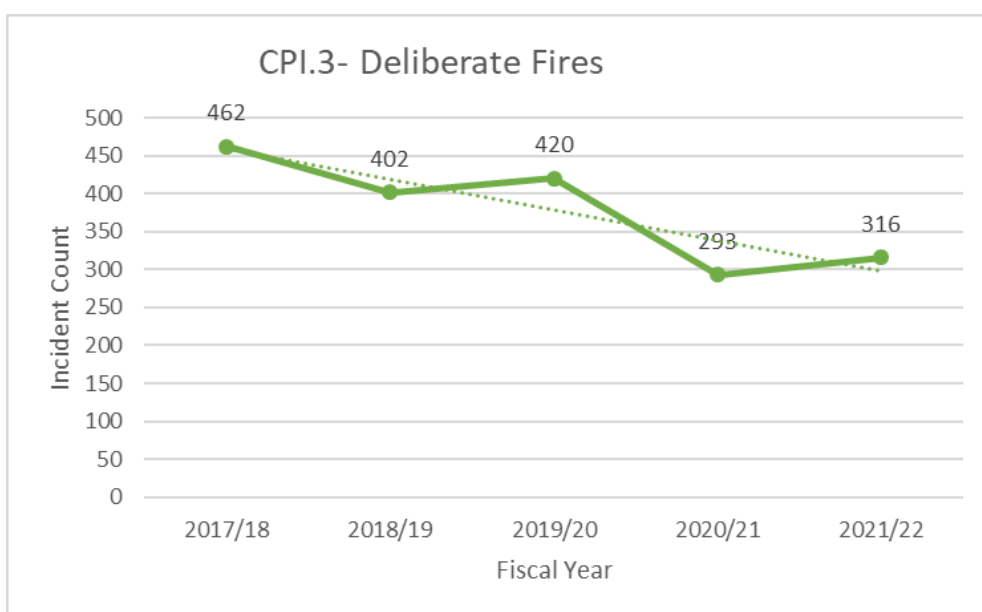


Based on the graphs above, and assumption that Q4 will remain in the set tolerances, the final tolerance figures for the end of 2021/22 would be 316, with an upper tolerance of 338 and a lower tolerance of 294.

When considering the data, performance has been broadly in line with 2020/21, **the recommendation is to therefore maintain a 7% tolerance**, whilst also comparing 2022/23 against 2021/22 performance.

When comparing projected performance of 316, with an upper tolerance of 338 and lower of 294, with the forecasted performance at the start of the reported period of 404, with an upper tolerance of 432 and lower of 376, performance will have been significantly better than anticipated (88 incidents or 21%).

The graph below, indicates direction of travel over the last 5 years:



## CPI.4 - Fire Related Deaths and Serious Injuries

This indicator remains low in numbers, which reflects performance against other indicators within this report. To ensure accurate monitoring and reporting against this CPI, the Service will continue to separate fire related deaths and serious injuries, to enable more meaningful analysis and to present a clear picture in terms of severity.

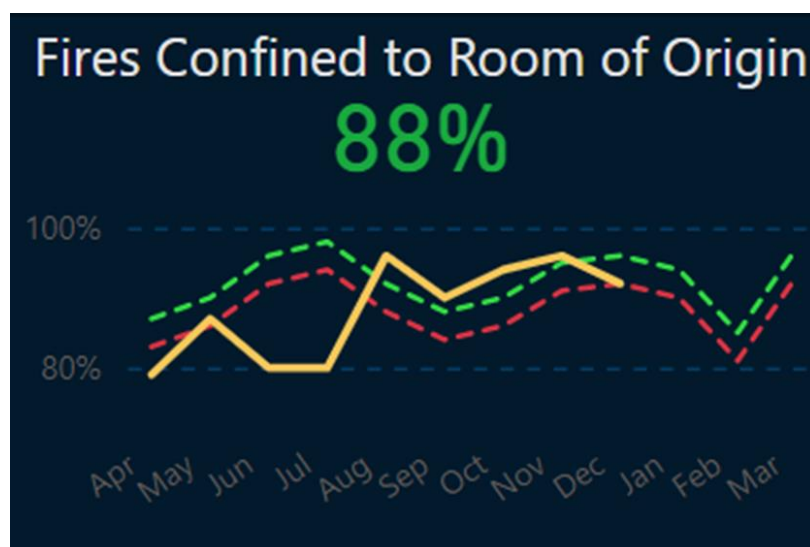
**It is recommended that the Service continue to report on each occurrence in the form of a narrative report.**

To assist with monitoring, this CPI will feature within the regular Performance and Service meetings and will be reported to Authority and Committees with a narrative overview of any incidents.

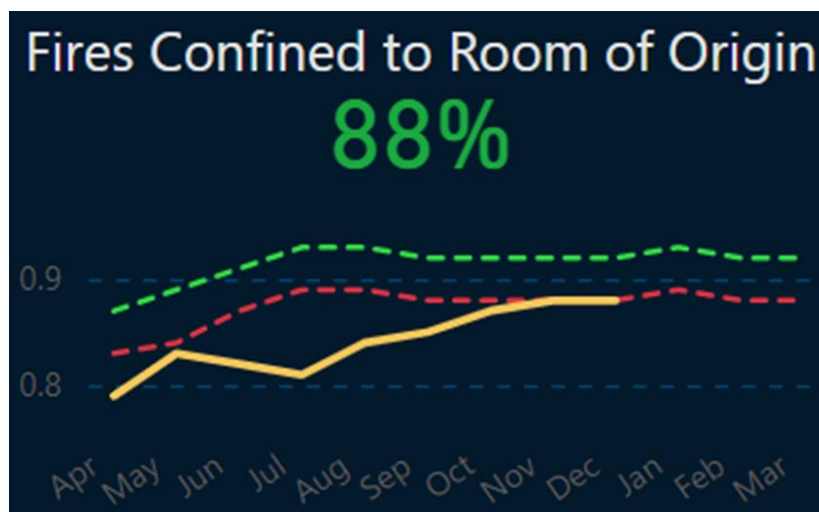
The Service deliver Prevention, Protection and Response activities to save life, and its ambition is to achieve zero fire deaths and serious injuries. It would therefore not be possible to apply an upper and lower tolerance.

## CPI.5 - Fires Confined to Room of Origin

Monthly



Cumulative



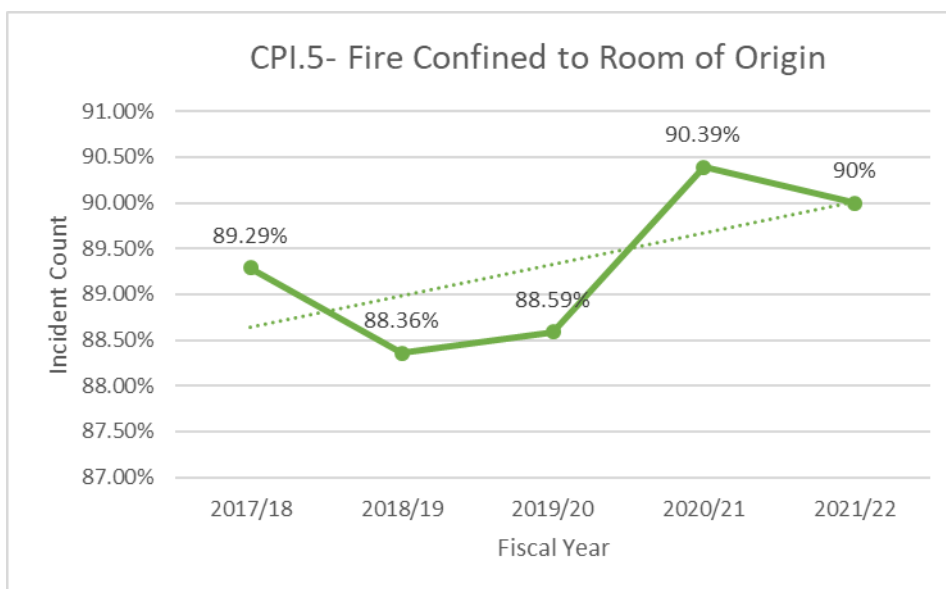


Based on the graphs above, and assumption that Q4 will remain in the set tolerances, the final tolerance figures for the end of 2021/22 would be 90%, with an upper tolerance of 92% and a lower tolerance of 88%.

This CPI is susceptible to a range of variations but remains critical for enabling the Service to assess the effectiveness of Prevention, Protection and Response activity. Although the graphs demonstrate fluctuation over the reporting period, the cumulative figure remains in line with expectations set in March 2021. **The recommendation is to therefore maintain a 2% tolerance**, whilst also comparing 2022/23 against 2021/22 performance.

When comparing projected performance of 90%, with an upper tolerance of 92% and lower of 88%, with the forecasted performance at the start of the reported period of 89.47%, with an upper tolerance of 91.26% and lower tolerance of 87.68%, performance will have been better by 0.53%.

The graph below, indicates direction of travel over the last 5 years:



## **CPI.6 - Injuries Sustained to Staff Through Operational Activity**

The Service's ambition is to achieve zero injuries and it would therefore not be appropriate to apply an upper and lower tolerance, as this would suggest the Service are accepting of injuries to staff.

**It is recommended that the Service continue to report on each occurrence in the form of a narrative report.**

To assist with monitoring, this CPI will feature within the regular Performance and Service meetings and will be reported to Authority and Committees with a narrative overview of any incidents.

## CPI.7 - Response Standard - Monitored Against 3 Categories of Urban, Town & Fringe and Rural

Through consultation as part of the production, adoption, and implementation of the Community Response Plan (CRMP) 2021-25, a new response standard was agreed and is split across three distinct areas. These being;

- Urban – first fire engine in 10 minutes
- Town and fringe – first fire engine in 15 minutes
- Rural – first fire engine in 20 minutes

These figures are combined, with the aim of meeting these standards on 85% of occasions.

The proposal is for the Service to continue to monitor against these 3 areas as separate measures and report to Standards, Audit and Performance Committee, comparing each one independently against the figure of 85%.

### Monthly



### Cumulative / Combined

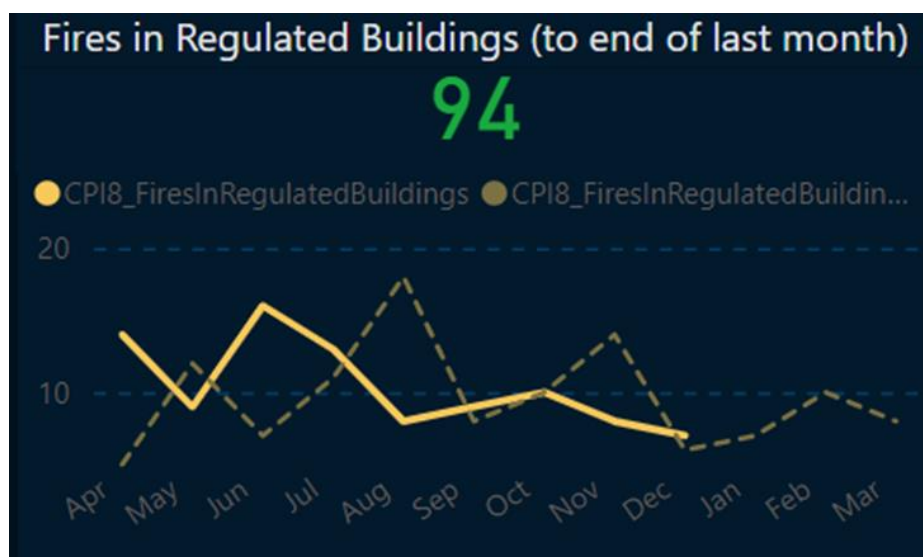


The figures above show good performance over the reported period in all 3 areas, when compared with the average of 85% as set within the Service's CRMP 2021-2025 (Making Shropshire Safer).

## CPI.8 - Fire in Regulated Buildings

This measure was introduced in 2021/22, to provide a high-level overview linked to Protection activity within the Service. To ensure due diligence is undertaken when considering fire safety in commercial premises, a subset of Service performance indicators will be monitored through the Service Performance and Risk Group to ensure compliance with regulatory responsibilities. These will include the number of Fire Safety Audits completed against the number of high-risk premises within the County and an overview of enforcement activity.

The Service have been monitoring the CPI since April 2021, and now has comparative data to enable analysis to be undertaken and tolerances to be set. If this were to be the preference, the analysis below would support setting an appropriate tolerance level;



Based on the graphic above, and assumption that Q4 will remain broadly in line with performance for 2020/2021, the final tolerance figure for the end of 2021/2022 would be 119. This would culminate in comparable performance to 2020/2021, which resulted in 116 incidents.

If the recommendation were to include applying a tolerance. **The recommendation would be to apply a 3% tolerance**, as this would replicate the difference in performance between 2020/2021 and 2021/2022.

It is worthy of note that over the last two years businesses have been affected by the pandemic, with government restrictions impacting upon regulated premises being open for business.

It would therefore be prudent to consider this impact when deciding to apply a tolerance, as it has the potential to provide a flawed trajectory, when business returns to operating from regulated premises on a permanent basis.

## CPI.9 - Diversity, Establishment and Firefighter Competence

This indicator was a new measure to provide a high-level overview linked to the People element of the Service. It is key that the Service continues to monitor its workforce profile and ensure its people are trained to deal with the demands placed upon a modern Fire and Rescue Service.

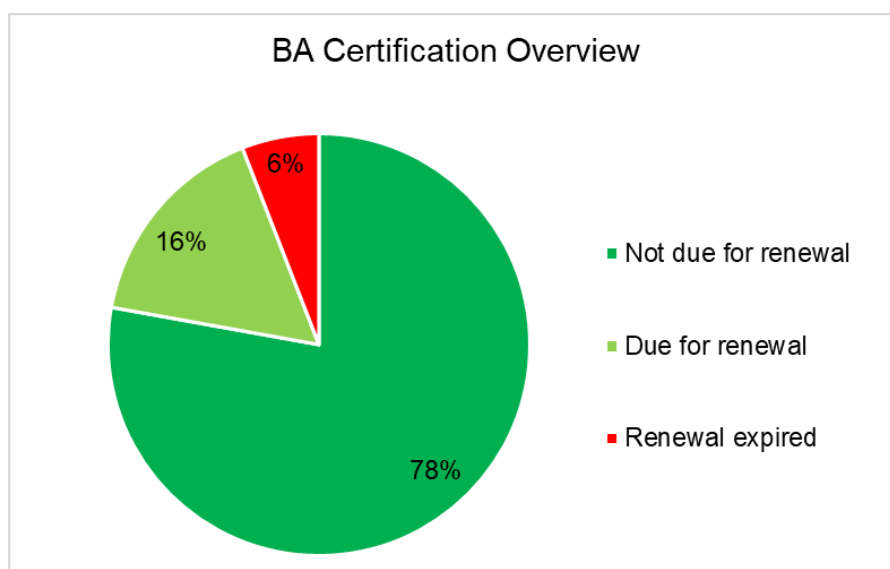
It is recommended that the Service continues to report Establishment and Diversity figures on a six-monthly basis to Standards, Audit and Performance Committee and it is monitored internally through the Performance & Risk Group.

Firefighter competence is critical to ensuring the Service are able to deliver a safe, effective and assertive response when attending emergency incidents. It is therefore the aim of the Service to ensure all staff are trained appropriately to deliver their core functions and also any specialist functions attributed with their location of work, for example a swift water rescue technician at Shrewsbury Station. It is worthy of note that some skill sets do not require 100% of the operational workforce to be trained, such as First Responder Emergency Care (FREC), whereby the Service require 70% of operational staff to achieve the required qualification.

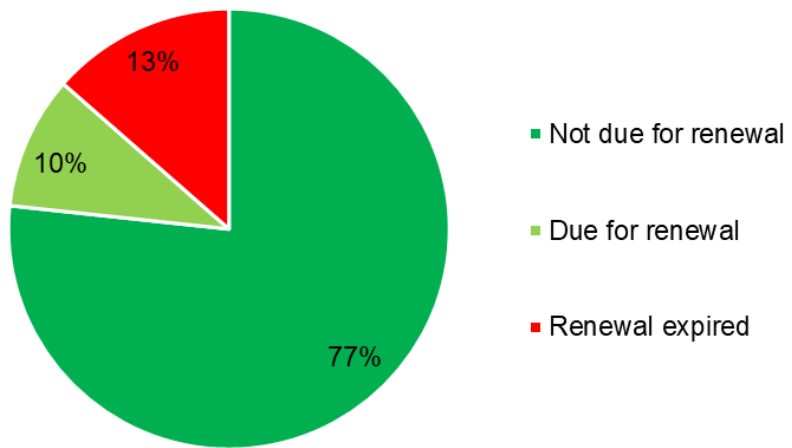
**It is therefore proposed that a tolerance is not attached to this CPI, but the Service continue to apply an attainment rate of 90% against each skill set.**

This is due to the fact that we will inevitably have members of our operational workforce absent from the workplace due to planned or unplanned absence and individuals who are in the process of obtaining qualifications. When analysing current sickness data, the Service has on average 7% absence at any one time (please note this does not include absence related to Covid-19).

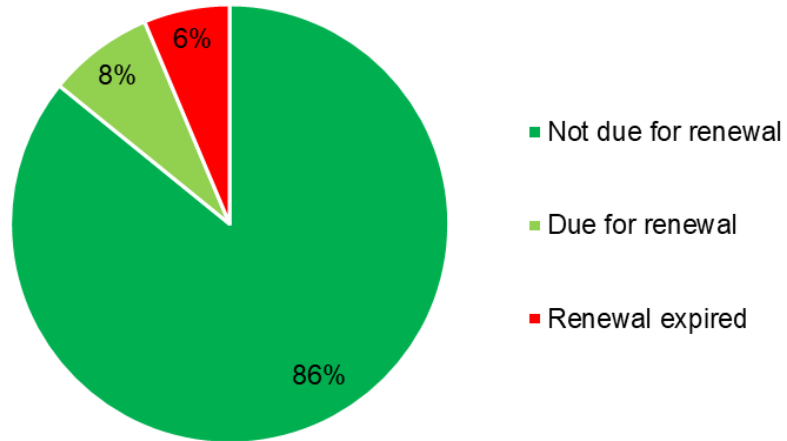
Analysis of core competencies over the reported period support the continuation of the attainment figure of 90%.



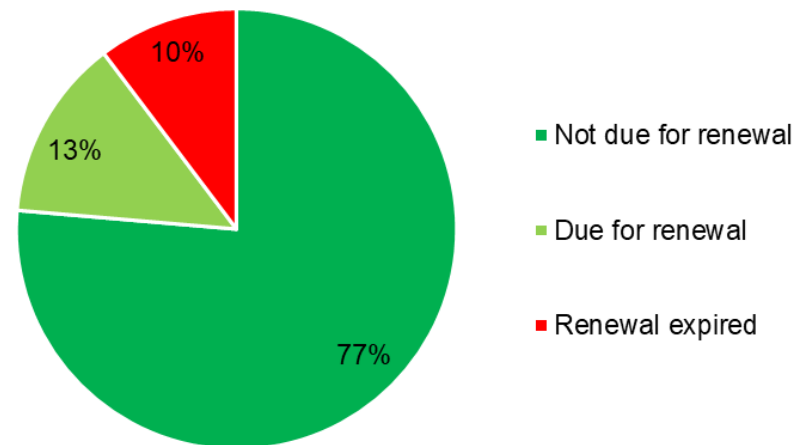
### SIM Certification Overview

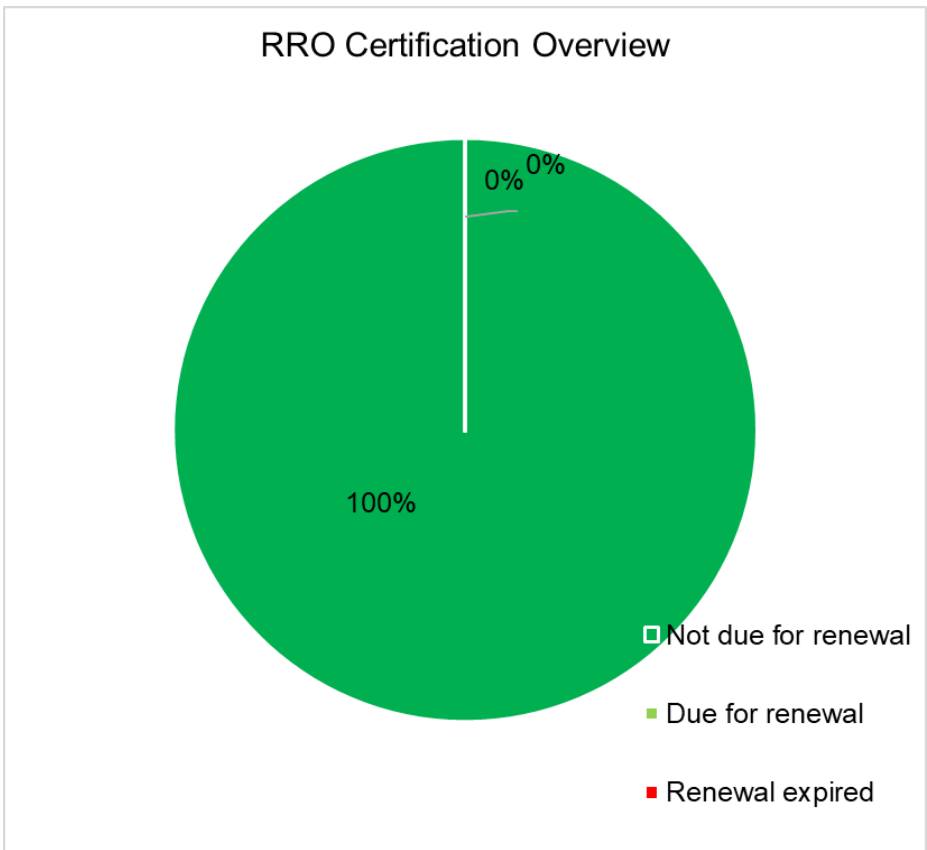
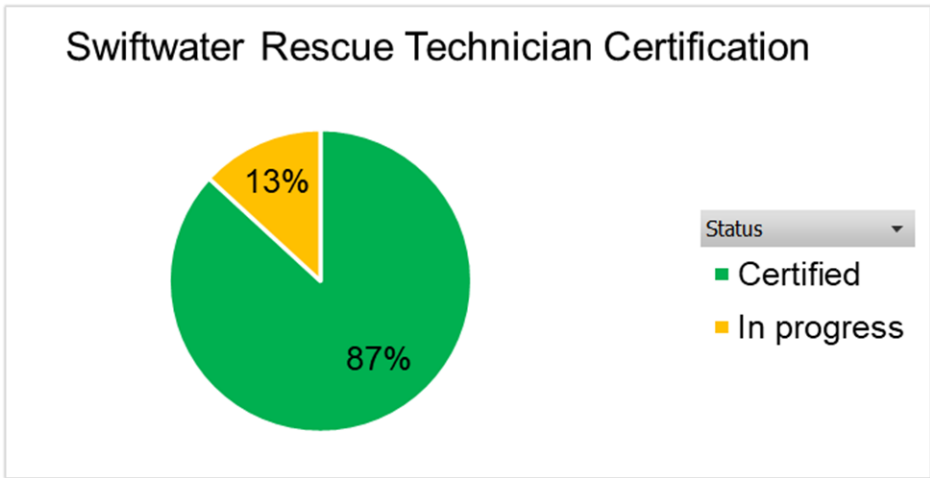
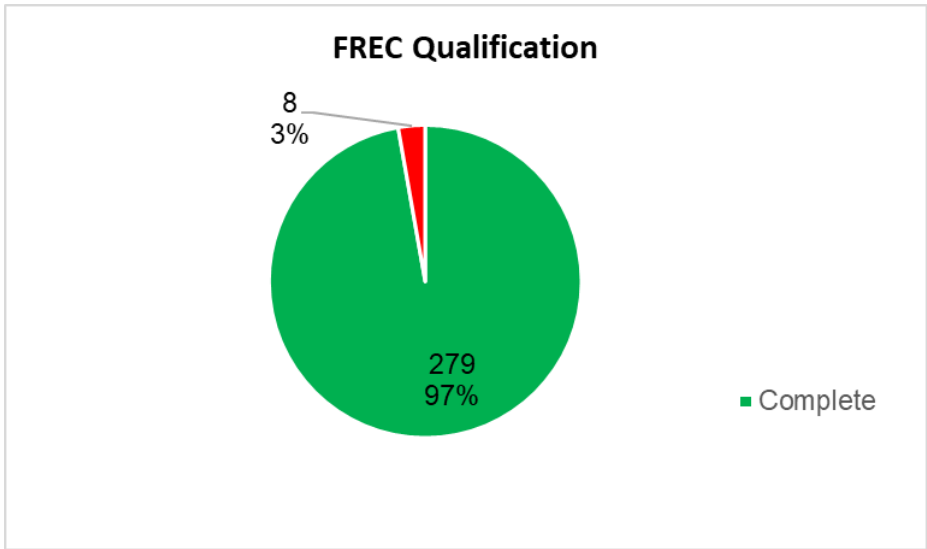


### ERDT Certification Overview



### Incident command Refresher- L1 Certification Overview





## **6 Conclusions**

This report has been produced with recommendations regarding the setting of tolerances to monitor performance for 2022/23.

The Strategy and Resources Committee is asked to approve the proposals for each CPI, so that these can form the basis of reporting to Standards, Audit and Performance committee on a quarterly basis. Quarterly monitoring will also be undertaken by the Performance & Risk Group.

## **7 Financial Implications**

There are no financial implications arising from this report.

## **8 Legal Comment**

There are no legal implications arising from this report. Approval for Performance Measures will be sought from the Strategy and Resources Committee as per existing delegations from the Fire and Rescue Authority.

## **9 Equality Impact Assessment**

There are no equality or diversity implications arising from this report. An e-EQIA is not, therefore, required.

## **10 Appendices**

There are no appendices attached to this report.

## **11 Background Papers**

**Shropshire and Wrekin Fire and Rescue Authority  
Strategy and Resources Committee**

18 March 2021, Paper 8 – Outline Report for the Introduction of New Corporate Performance Indicators