

## Public Value Measures and Targets 2014/15

### Report of the Chief Fire Officer

For further information about this report please contact John Redmond, Chief Fire Officer, on 01743 260201 or Ged Edwards, Planning and Performance Manager on 01743 260208.

### 1 Purpose of Report

This report presents the agreed Public Value Measures and targets for 2014/15.

### 2 Recommendations

The Committee is asked to note the contents of this report.

### 3 Background

At its meeting in February 2014 the Fire Authority delegated responsibility to its Strategy and Resources Committee to agree the Public Value Measures and targets for 2014/15, which support the Fire Authority's four Strategic Aims. Accordingly, at its meeting on the 13 March 2014 the Strategy and Resources Committee considered and agreed the Measures and targets for 2014/15.

These Measures and targets will now be included in the Annual Service Plan for the forthcoming year and performance will be monitored through the Audit and Performance Management Committee. In light of this officers felt that it would be useful for Members of the Committee to have a better understanding of the rationale behind the target figures.

### 4 Financial Implications

There are no financial implications arising from this report.

## **5 Legal Comment**

There are no legal implications arising from this report.

## **6 Initial Impact Assessment**

An Initial Impact Assessment has been completed for this report.

## **7 Appendices**

### **Appendix A**

Agreed Public Value Measures and Targets 2014/15

### **Appendix B**

Target Setting Rationale

## **8 Background Papers**

There are no background papers associated with this report.

## Proposed Public Value Measures and Targets 2014/15

Measure and Target for 2013/14	Current Performance to Feb 14	Predicted to Achieve Target?	Proposed Target for 2014/15	Target Rationale
1a. The first fire engine will arrive at an emergency incident with at least 4 firefighters within 15 minutes on 87% of occasions.	91.1%	Yes	87%	It is prudent for the current response target to remain at 87%, as per 2013/14. This target was increased by 2% in 2013/14 and, as such, it would be advisable to gather performance data over a 2 year period, before seeking to apply a target increase. This should allow for more accurate measure of performance against the existing target before looking to increase in future years.
1b. The first fire engine will arrive with a minimum competent crew on 100% of occasions.	95.7%*	No	100%	The aspiration for 2014/15 is to maintain the target for operational personnel to be competent in their core skills module, fitness and medical. This will include the previous weighting of 60% for core skill modules and 20% for the fitness and medicals.
2a. Accidental fires will be reduced to less than 557 fires during 2013/14.	478	Yes	529	In 2012/13 a 3 year strategy of a 5% year on year reduction was agreed, based on an aspiration of continual improvement. 2014/15 is the final year of this target strategy.

Measure and Target for 2013/14	Current Performance to Feb 14	Predicted to Achieve Target?	Proposed Target for 2014/15	Target Rationale
2b. Fire crimes will be reduced to less than 1,000 fires during 2013/14.	471	Yes	943	In 2012/13 a 3 year strategy of a 5% year on year reduction was agreed, based on an aspiration of continual improvement. 2014/15 is the final year of this target strategy.
3a. Fire related deaths and serious injuries in the community will be reduced to less than 33 during 2013/14.	5	Yes	31	In 2012/13 a 3 year strategy of a 5% year on year reduction was agreed, based on an aspiration of continual improvement. 2014/15 is the final year of this target strategy.
3b. Injuries sustained to staff through firefighting will be reduced to less than 24 injuries during 2013/14.	27*	No	28	As discussed by the Committee last year, the original data used to set the initial target for this measure did not include accidents at Training Centre. When the definition of the measure was altered to include those, the target was not altered to reflect this and, to compound this, there was an unusually low number of accidents in 2012/13 (just 20). As a result, the target for 2013/14 (24) was stretching and was not achieved. The trend line for actual data over the last 5 years does indicate an improved performance over time but also indicates that a target of 28 for 2014/15 is stretching but realistic.

\*Latest available data for measure is to January 14.

## Target Setting Rationale

### Response – Head of Area Command

The original target of 85% was introduced as part of the public value process in 2011. The historical performance against this target can be seen in the table below. The average Public Value response standard across the period can be calculated as 87%.

The original target of 85% remained over a 3 year period, providing a robust measure against performance. Subsequently, in 2013/14, it was agreed that the existing target would be increased to 87%. The intention to maintain the response standard at 87% is based upon a previous time period of 3 years, allowing for robust analysis before increasing the target further. Also, over the past few months, changes have been made to the way response is recorded, monitored and reported. It would be prudent to embed these changes within the Service before looking to increase the response target further.

Year	Number of Incidents	Number of incidents attended with a minimum of 4 riders within 15 minutes	% of incidents attended within 15 minutes
2014	484	446	92%
2013	3639	3232	89%
2012	3879	3327	86%
2011	1302	1134	87%

### Competence – Head of Development Safety and Risk

Performance management is an important part of the Service's management and auditing systems. To assist in achieving this the following Service Aim has been set for the Service Plan 2014 / 2015.

**“The first fire engine will arrive with a minimum competent crew on 100% of occasions”**

To enable the Service to monitor this Aim accurately it has been necessary to divide this Aim into targets in the following two sub-categories:

- Training and Development
- Human Resources

Each of these departments provides information relating to the competence and fitness of operational personnel, who are eligible and required to turn out and provide fire cover. These exclude operational personnel, who are in the following categories:

- Long-term absence
- Unpaid leave
- Modified duties
- 'Off the run' for other reasons - not yet competent, suspended

### **Training and Development**

For the purpose of achieving the Service Aim operational personnel are deemed to be competent, if they have completed the following Core Skills Modules, including an assessment, at the Training and Development Centre within the required timescales:

- |  |             |
|--|-------------|
| • Breathing apparatus  | Biennial    |
| • Resilience (Water Safety and Line Safety)                                    | Quadrennial |
| • Specific Incident Module<br>(Road Traffic Collision and Hazardous Materials) | Quadrennial |
| • Incident Command (role specific)   | Triennial   |

### **Human Resources**

For the purpose of achieving the Service Aim operational personnel are deemed to be competent, if they have received the following within the required timescales:

- |  |           |
|--|-----------|
| • Fitness test                           | Annual    |
| • Individual Personal Development Review | Annual    |
| • Medical                                | Triennial |

Because of the nature and risk associated with the competence of operational personnel the following weighting has been aligned to each department target:

Training and Development	60%
Human Resources	40%

These targets are currently monitored on a monthly basis, using information from one wholtime and one on-call station per month. It is envisaged that, with the enhancement of the Service's ICT and data systems, this will soon be expanded to monitor the Service as a whole.

## **Prevention – Head of Fire Prevention**

### **Background**

In 2011/12 there was a significant increase in the number of deliberate fires of all types, which resulted in failure to achieve the target of fewer than 1,114 deliberate fires in 2011/12. The Service actually attended 1,205 deliberate fires. Primarily the increased number of deliberate secondary fires (905 in 2011/12) was responsible for the failure to meet this target.

Accordingly, throughout 2011/12, a considerable amount of time and resources were directed towards reducing the number of incidents occurring, but, despite this, the numbers increased. Consequently, a new strategy was required that would be more effective in reducing deliberate fires. A new, flexible strategy was, therefore, introduced, based on information received through the analysis of previous incidents and intelligence gained from local fire crews and other agencies.

### Setting a Target – Deliberate Fires

2010/11 was the final year of the multi-agency arson reduction partnership and, possibly as a result of five years' good work, that year saw unprecedented reductions in all fire types, resulting in an all-time low figure of actual incidents.

When the initial target was set for 2012/13, there was no real science behind the extent of the reduction. However, the Service has always striven for year on year reductions in all incident types and was keen to achieve parity with 2010/11 by the end of the first three years of the new strategy. Officers, therefore, settled upon a 5% reduction from the previous year's target, effectively a 10% reduction from the previous out-turn. This target reduction of 5% year on year was agreed for the following three years. The deliberate fires target for 2014/15 was, therefore, set just below the 2010/11 target.

Within the overarching deliberate fires target, indicators were also set for reductions within each category of deliberate fire.

The most recent full-year statistics (out-turns) are for 2012/13, which produced a particularly wet summer. This may have been important in the huge reductions seen. The targets for the following year were not amended to reflect these figures, as it was considered to be a "blip".

Indications are that targets will be achieved in 2013/14 but by a lesser degree. In order to maintain our year on year improvement, the previously agreed 5% target reduction will be maintained into the final year of the strategy.

	2010/11 Actual	2011/12 Actual	2012/13 Target	2013/14 Target	2014/15 Target
Arson Secondary	687	905	800 (339)	760	720
Arson Dwellings (a)	213	29	26	25	24
Arson Business (b)		20	16	15	14
Arson Business Not Regulated (c)		6	6	5	5
Arson Vehicle (d)		118	100	95	90
Total a to d	213	173	148 (125)	140	133
Arson Outdoor Structures	50	57	50 (40)	45	40
Arson Outdoor Fires	35	70	60	55	50
Total Fire Crimes	985	1,205	1,058 (504)	1,000	943

Note: Figures in brackets are actuals for 2012/13.

## Accidental Fires

Similar reductions in accidental fires, specifically accidental dwelling fires (ADF), were agreed at that time. There are considerably fewer of these fires and, therefore, a further 5% reduction was considered suitable.

In 2010/11 there were 245 ADF. In 2011/12 this increased to 272. Similar new strategies were introduced to increase activity to reduce ADF. The outturn in 2012/13 was 243, just below the 10/11 starting point.

A further 5% year-on-year reduction is, therefore, considered appropriate. The overall target for accidental fires for 2014/15 is 529.

## Deaths and Injuries

Traditionally the Service has low fire deaths and injuries. In 2010/11 there were 23, in 2011/12 this increased, in line with all fire increases, to 38. It was, therefore, agreed to set a similar 5% target reduction year on year.

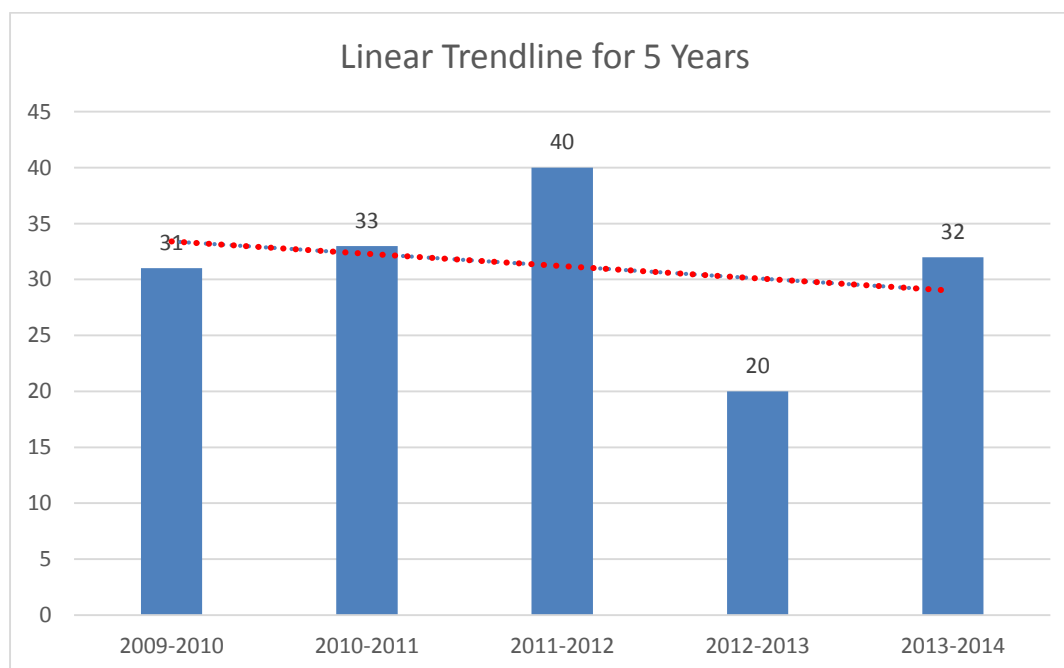
## People – Human Resources Manager

The tables below show the linear trend of reported accidents in the workplace over the last five years. The figures are erratic, demonstrating the difficulty in predicting accurate forecasts. However, the use of a linear trend line does provide a tangible means of measuring past figures. Tables 1 and 2 show actual figures and Table 3 shows a prediction, based on previous years' records.

**Table 1**

Linear Trend line for five years 2009 to 2014

2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	Average
31	33	40	20	32	31.2



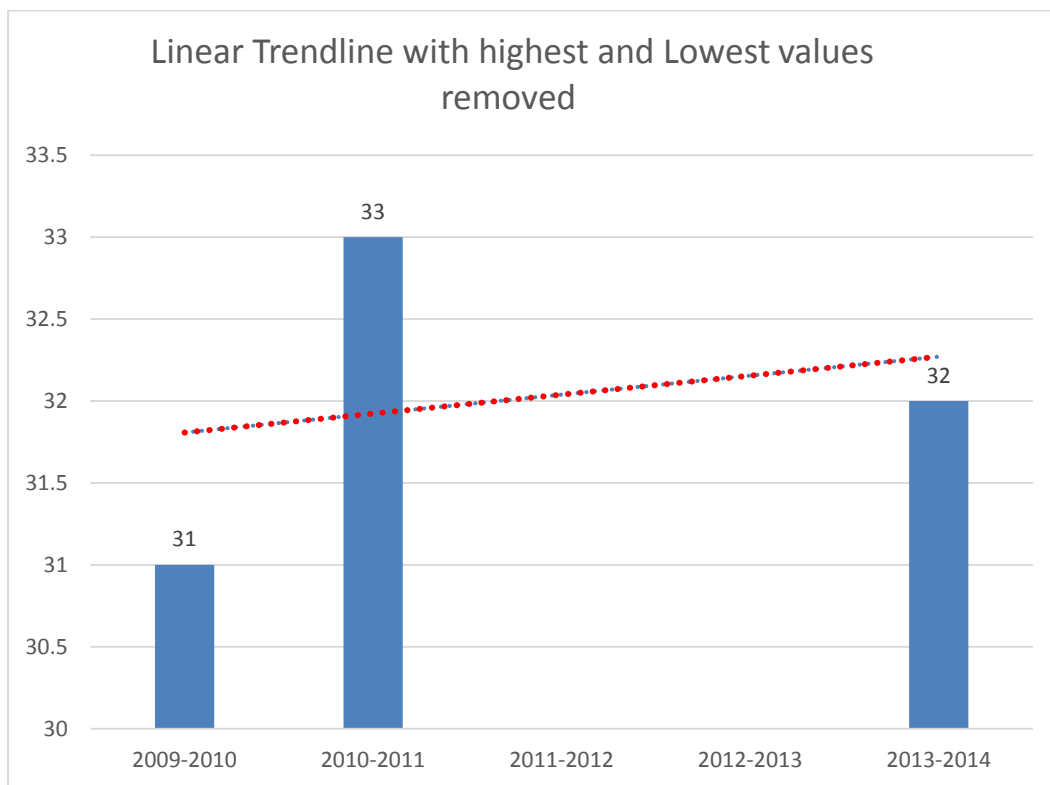
Over the five years 2009 to 2014, the trend shows a lowering of the accidents.



**Table 2**

Linear Trend line for five years with highest and lowest removed 2009 - 2014

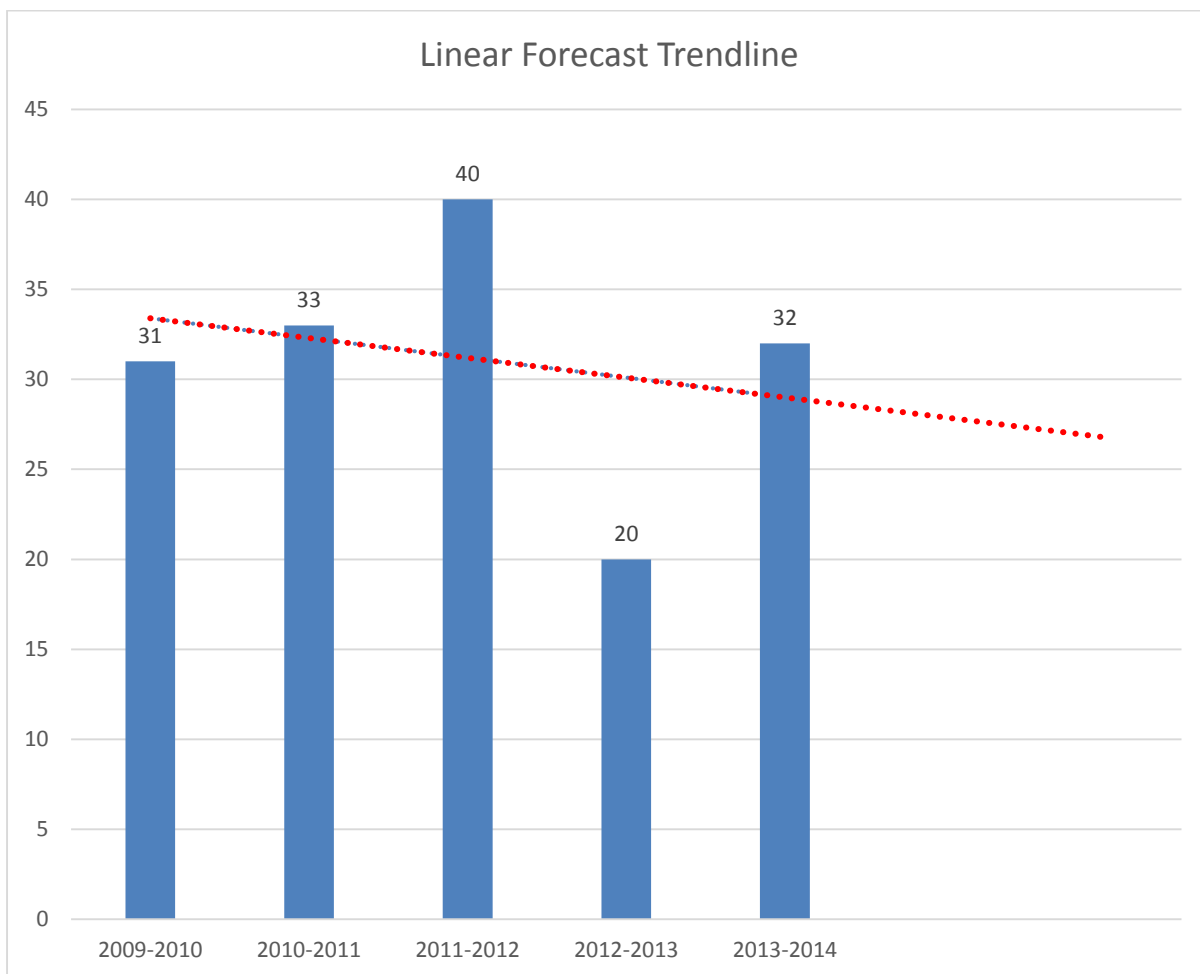
2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	Average
31	33			32	32



However, with the highest and lowest figures removed as extremes, the graph identifies an upward trend of accidents.

**Table 3**  
 Linear Forecast Trendline for six years 2009 - 2016

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Average.
31	33	40	20	32	31.2



The forecast trend above for the year 2014-2015 predicts that accidents should fall to 31.2 within Shropshire. The predicted trend is showing a decrease in the number of accidents forecast. In the light of this even though the forecast trend for 2014/15 is 32.5 it is proposed that the target should be 28