

Public Value Performance Measurement Framework 2011/12

Report of the Chief Fire Officer

For further information about this report please contact Paul Raymond, Chief Fire Officer, on 01743 260201 or Steve Worrall, Assistant Chief Fire Officer on 01743 260204.

1 Purpose of Report

This report sets out proposals for the introduction of a new community focused Public Value Performance Measurement Framework. The Framework sets out a simplified performance regime focused upon capturing public satisfaction with performance.

2 Recommendations

Members are recommended to:

- a) Consider the contents of this report and proposed Public Value Performance Measurement Framework.
- b) Consider, and make recommendations to the Fire Authority on, the proposed seven 'Gold' measures (page 2), to be adopted from 1st April 2010; and
- c) Authorise officers to develop the underpinning 'Silver' and 'Bronze' measures.

3 Background

There is an expectation from Government that public services reflect localism, decentralisation, transparency, accountability and the 'Big Society' in their business processes and functions.

On the 13th August 2010, Eric Pickles, Secretary of State for Communities and Local Government (CLG) announced¹ the abolition of the Audit Commission. Subsequently, he also announced a move from the enforcement of national indicators, which also includes a relaxation on the need to publish equality and diversity data.² This presents a number of opportunities for fire and rescue services.

Locally, the Public Value review has identified the need to move away from the traditional target-driven culture prevalent within many public services and instead introduce an 'outcome' focused approach, aimed at creating '*Public Value.*' The proposed Public Value framework approach, set out in this report, will bring to an end, at 31st March 2011, the current reporting regime that utilises the fire-related Best Value Performance Indicators.

The key driver for any measure must be the ability to capture public satisfaction with performance. It is also important that those monitoring and managing performance have absolute clarity over the relationship of inputs (e.g. activity and resources) linked to outcomes (e.g. public satisfaction).

To this end, and taking advantage of Government's relaxation of historical national performance indicators, a new Public Value framework of community focused 'Gold' measures is proposed. These are:

1. The number of accidental fire deaths occurring per annum
2. The number of accidental fire injuries occurring per annum
3. The number of fire related crimes (arson) occurring per annum
4. The number of accidental fires in business premises occurring per annum
5. The correct and timely deployment to incidents of equipped and trained firefighters, when and where the community requires them
6. The average cost per household, per annum, for the fire and rescue service
7. The number of injuries sustained by firefighters per annum

These Gold measures have been developed through structured consultation with both the community and staff and are representative of what the public consider to be important indicators of community satisfaction. It should be noted that this is an ongoing process (with further consultation planned) and further proposed changes may be brought before Members. These changes may also arise through government expectations/priorities for fire and rescue services yet to be announced.

The measures form part of an integrated framework of performance measures, with the Gold measures supplemented by inter-linked Silver and Bronze measures. This relationship is illustrated in Figure 1 below.

¹ <http://www.communities.gov.uk/news/corporate/1688109>

² <http://www.communities.gov.uk/documents/fire/pdf/1754859.pdf>

The relationship creates a 'cause and effect' approach, whereby, should a Gold measure fail, there is a strong probability of the causation being identifiable within the associated Silver and Bronze measures. Correction of the activity or resource underpinning a Bronze measure should result in improved public satisfaction within the Gold measure.

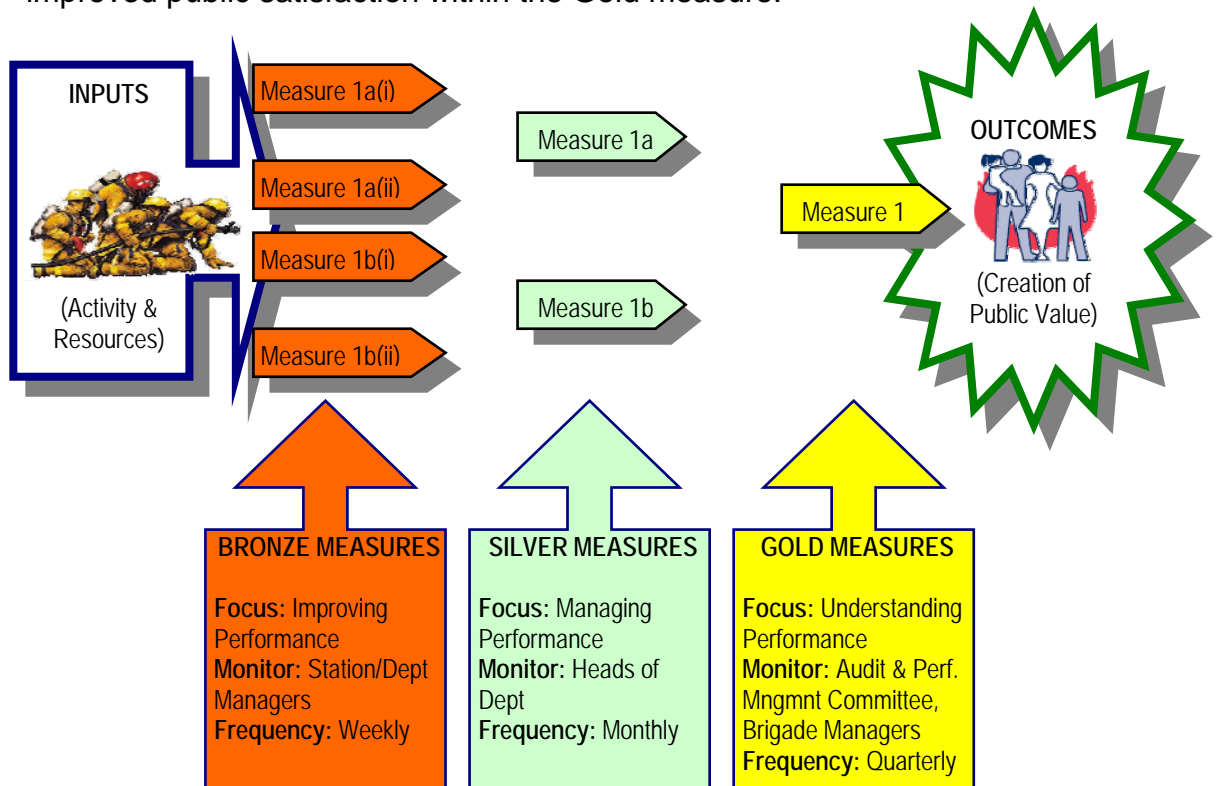


Figure 1 – Public Value Performance Measurement Framework: Relationship of Performance Measures

An example illustration of this relationship between the various levels of measures is shown in Table 1 below, which sets out some of the activity measures necessary to reduce fire deaths. Also shown within the table is a very clear indication of the monitoring and governance arrangements necessary for each measure level, allocating responsibility for performance management and accountability.

As a community and 'Big Society' focused approach, it is also important that the public influence the setting of the desired targets within the Public Value Performance Measurement Framework. A series of public engagement sessions has been conducted in November 2010 to discuss and determine the proposed Gold measures and the community's preferred targets necessary to capture public satisfaction with performance.

Of those attending the sessions, 95% indicated that they found the measures simple and easy-to-understand and supported their adoption. The public also indicated their preferred targets, the outcomes of which will be presented to the Fire Authority's Strategy and Resources Committee for consideration and implementation as of 1st April 2011. Thereafter, performance will, in

accordance with Government's Big Society approach, be published on a monthly basis and monitored, subject to Member approval, by the Audit and Performance Management Committee on a three-monthly basis.

Measure:	Bronze	Silver	Gold
Monitored by:	Station Managers	Heads of Department	Audit & Performance Management Committee / Brigade Managers
Focus:	Improving Performance	Managing Performance	Understanding Performance
Frequency of monitoring:	Weekly	Monthly	Quarterly
Metrics:	1.a.(i) Station Availability to be not less than 99% - for RDS Stations	1a. All house fires in urban areas attended within 10 minutes.	1. Attend 85% of incidents within 15 minutes with an equipped and trained crew. 2. Number of accidental fire deaths in domestic premises not to be greater than 1 per annum
	1.a.(ii) Station Availability to be not less than 100% - for Wholetime Stations		
	1.a.(iii) Resources to be mobilised within 60 seconds from taking call		
	1.b.(i) HFR completed within 3 days of referral		
	1.b.(ii) 98% of homes receive level 1 response after house fire in local area.	1.b. 90% of house fires already have smoke alarms fitted.	

Table 1: Relationship of the Bronze, Silver and Gold Measures

Table 1 above indicates the relationship of the Bronze, Silver and Gold Public Value measures. Members are requested to consider, and make recommendations to the Fire Authority on, the seven Gold measures (set out in page 2 of this paper), with officers determining the most appropriate Silver and Bronze measures and associated supporting targets.

4 National Benchmarking Data

In the absence of Government driven measures the Chief Fire Officers Association (CFOA) has begun to develop a suite of 'sector led' measures that Fire Authorities may choose to consider in future. The measures are currently work in progress (and therefore subject to possible change) and may act as an alternative to those set out within this paper. The CFOA measures include:

- All fires per 100,000 population
- All alarms per 10,000 premises
- All special service calls per 100,000 population
- Number of primary fires per 100,000 population
- Number of secondary and chimney fires per 100,000 population
- Road traffic collisions per 100,000 population
- Fatalities from primary fires per 100,000 population
- Injuries from primary fires per 100,000 population

Irrespective of the approach adopted by this (or any other Fire Authority), the submission and collation of national incident data is still likely to take place through the existing 'Incident Reporting System' (IRS) national database. What is currently unclear is the future hosting arrangements for IRS. CLG, who host IRS, have indicated their intention to cease this arrangement next year.

5 Financial Implications

There are no financial implications arising from this report.

6 Legal Comment

There are no legal implications arising from this report.

7 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have determined that there are no discriminatory practices or differential impacts upon specific groups arising from this report. An Initial Equality Impact Assessment has not, therefore, been completed.

8 Appendix

There are no appendices attached to this report.

9 Background Papers

There are no background papers associated with this report.

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk); the implications are detailed within the report itself.

Business Continuity Planning		Member Involvement	*
Capacity		National Framework	*
Civil Contingencies Act		Operational Assurance	*
Efficiency Savings		Public Value	*
Financial		Retained	
Environmental		Risk and Insurance	
Fire Control/Fire Link		Staff	
Information, Communications and Technology		Strategic Planning	*
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	
Legal	*		