**For Publication**

**Bedfordshire Fire and Rescue Authority**
**19 July 2017**
**Item No. 11**

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**REPORT AUTHOR:**     **CHIEF FIRE OFFICER**

**SUBJECT:**     **ANNUAL OVERARCHING PERFORMANCE REPORT YEAR END 2016/17**

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Background Papers:

Audit and Standards Committee Paper 26 June 2014 - 'Annual Overarching Performance Report Year End 2013/14'

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Implications (tick ✓):

| LEGAL | ✓ | | FINANCIAL | ✓ |
|---|---|---|---|---|
| HUMAN RESOURCES | | | EQUALITY IMPACT | ✓ |
| ENVIRONMENTAL | | | POLICY | ✓ |
| CORPORATE RISK | Known | ✓ | OTHER (please specify) | |
| | New | | CORE BRIEF | |

*Any implications affecting this report are noted at the end of the report.*

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**PURPOSE:**

To provide Members of the Fire and Rescue Authority with an overarching performance report for year end 2016/17 that is aligned to the Service's strategic objectives.

**RECOMMENDATIONS:**

1.     That Members' acknowledge the Service's performance against the delivery of the Authority's strategic objectives for 2016/17.

2.     Subject to any amendments following review by Members' it is proposed that the Overarching Performance Report will be published on the Service's Internet site.

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1. <u>Background</u>

1.1 As part of the Authority's internal audit programme the Business Planning function of the Service was audited in March 2013 by RSM Tenon (now RSM).

1.2 Following completion of the audit by RSM Tenon a report was produced and presented in June 2013 to the Corporate Services Policy and Challenge Group in line with normal internal reporting arrangements.

1.3 The report from RSM Tenon incorporated several recommendations which have been completed, one of which was for the establishment of an overarching performance report aligned to the Authority's strategic objectives and the underpinning strategies. The purpose of which is to provide an overview of the Service's performance throughout the previous financial year.

1.4 The Authority reviewed the overarching performance for year end 2013/14 at its meeting on the 22 July 2014 and approved the Overarching Performance Report to be presented annually at full Fire and Rescue Authority meetings yearly.

<u>Performance Management Process</u>

1.5 The Authority's Policy and Challenge Groups are responsible for reviewing the performance indicators which fall within their remit, either quarterly, bi annually or yearly according to the particular reporting frequency. End of year performance indicators are reported to the appropriate policy and challenge group with exception reporting if necessary.

1.6 The Overarching Performance Report is made up of a range of performance indicators selected from all three Policy and Challenge groups. The purpose of which is to inform Members of the Service's performance against the Authority's strategic objectives in the previous financial year.

1.7 In 2016/17 the Service achieved or performed better than target in 71% of its strategic objective measures.

| | |
|---|---|
| **Strategic Objective 1** To Respond Effectively, manage risks and reduce the number of emergency incidents that we attend | Achieved or performed better than target in 8 out of 14 indicators |
| **Strategic Objective 2** To ensure high standards of corporate governance and continued service improvement | Achieved or performed better than target 9 out of 14 indicators reported. (FNP2 performance will be available following external audit in September 2017.) |
| **Strategic Objective 3** To develop our employees and create a safe, fair and caring workplace for our staff. | Achieved or performed better than target in 20 out of 24 indicators. |

1.8    Following Members' review of 2016/17, and subject to any amendments, it is proposed that the Overarching Performance Report will be published on the Service's Internet site.

2.    Implications

2.1    Corporate Risk – Known:

The overarching performance report aims to provide assurance to the Authority and the community that the Service is efficient and effective and measuring performance against the delivery of the strategic objectives.

2.2    Financial:

In addition to effective external and internal audit and governance arrangements the performance indicators that make up the overarching performance report assists in demonstrating how the Authority's strategic objectives are supported and delivered.

2.3    Legal:

The overarching performance report pulls together a range of indicators demonstrating an overview of corporate health.

2.4    Equality Impact:

The Public Sector Equality Duty (PSED) places a statutory obligation on public bodies to pay due regard to the requirements of the Duty.  Commitment to this agenda is reflected in the Service's performance indicators.

2.5    Policy:

Any policy change as a consequence of issues raised within this report will go through normal policy development structures.


**PAUL M FULLER CBE QFSM**
**CHIEF FIRE OFFICER**

# Bedfordshire Fire and Rescue Service

To provide an excellent fire and rescue service for the communities of Bedfordshire.
We aspire to achieve this vision, not only now but into the future.

**Organisational Thread**

*Strategic Objective 1: To respond effectively and manage risks and reduce the number of emergency incidents that we attend.*

*Strategic Objective 2: To ensure high standards of corporate governance and continued service improvement.*

*Strategic Objective 3: To develop our employees and create a safe, fair and caring workplace for our staff.*

**Service Delivery**
Protecting our communities and keeping our firefighters safe

**Partnerships**
Develop, nurture and sustain partnerships that deliver our strategic objectives

**Engagement**
Enhancing our customer focus in everything we do

**Governance**
Governance that is open, accountable and enables achievement of strategic objectives

**Finance**
Having robust financial planning, controls and audit processes in place, to ensure that services are delivered to the community within the budget available
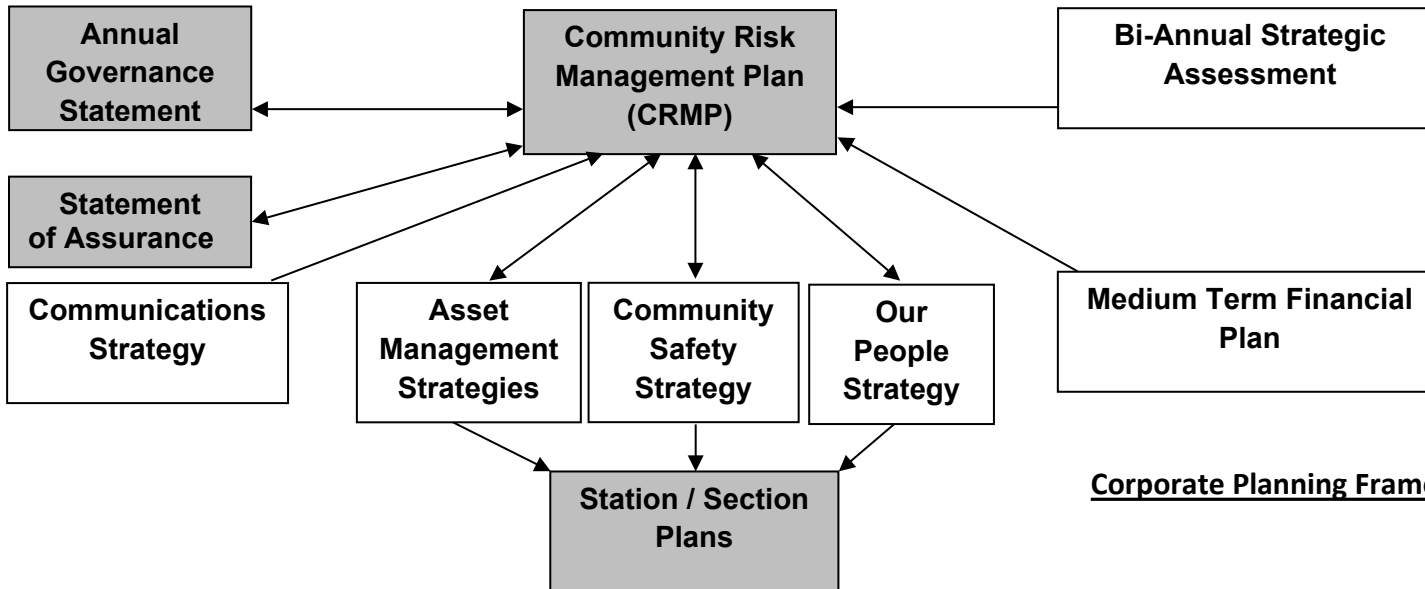
**Assets**
Making the best use of our assets and continue to develop our ICT Systems to create safer communities

**Employees**
Transparent, fair recruitment process, engage and develop our staff, creating a safe, healthy workforce with the right people with the right skills and knowledge

**Improvement**
Striving to improve our services to the community in everything we do

**Priorities**
Prioritising our resources to make continuous improvement

**Annual Governance Statement**

**Community Risk Management Plan (CRMP)**

**Bi-Annual Strategic Assessment**

**Statement of Assurance**

**Communications Strategy**

**Asset Management Strategies**

**Community Safety Strategy**

**Our People Strategy**

**Medium Term Financial Plan**

**Station / Section Plans**

**Corporate Planning Framework**

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## Strategic Objective 1

| Strategic Objective 1 | What does this mean? |
|---|---|
| To respond effectively manage risks and reduce the number of emergency incidents that we attend. | We continuously review the service we provide to the communities to ensure that the risks they face are accurately identified and targeted with the appropriate resources to reduce the risk.  We work in partnership with agencies in a co-ordinated method to deliver prevention and protection activities, such as Home Fire Safety Checks and Safe and Well visits to drive down risk further.  We undertake audits and inspections in the workplace to ensure that businesses stay safe and enable them to comply with the law effectively and protect their businesses. |

**How will this be done?**

**We will provide 'Civic Leadership' in delivering our services by:**
- Matching operational response resources to risk;
- Focussing on policy, procedures and processes that underpin firefighter and community safety;
- A continued focus on operational excellence and safety through the provision of high quality systems and equipment;
- Demonstrating pro-active leadership within the community and amongst our partners in delivering a wide but risk-focused portfolio of Services, where our brand and capabilities make us best placed to act (such as young people, sport focused initiatives, the elderly, social cohesion, etc.);
- Enhanced strategic partnerships with other Services and agencies in the public, private and voluntary sectors in pursuit of achieving shared local priorities.

**And:**

**We will enhance our customer focus through:**
- Use of customer insight techniques (customer segmentation, customer journey mapping etc.);
- Enhanced consultation with and involvement of communities;
- Improved use of risk and socio-demographic data to identify our 'at risk' groups and emerging issues such as an ageing population and the impact of mental health/dementia etc.;
- Use of social marketing techniques, including the effective use of social media, to change behaviours in regard to staying safe;
- Using an 'embedded' approach to diversity in relation to our customers and the community.

| Performance Indicators for Strategic Objective 1 | 2016/17 Target | 2016/17 Actual |
|---|---|---|
| CPI 01 - Primary Fires per 100,000 Population | 156.28 | 157.71 |
| CPI 02 - Primary Fires Fatalities per 100,000 Population | 0.5 | 0.61 |
| CPI 03 - Primary Fires Injuries per 100,000 Population | 3.41 | 3.82 |
| CPI 04 - Deliberate (Arson) Fires per 10,000 Population | 11.31 | 11.56 |
| CPI 05 - Accidental Dwelling Fires per 10,000 dwellings | 15.52 | 14.41 |
| FSO 6a - AFD FA's Non Domestic Properties per 1,000 Non Domestic Properties | 44.41 | 57 |
| FPI 11 - The % of Occasions when our Response Time for Critical Fire Incidents were met against Agreed Response Standards | 80% | 75% |
| FPI 12 - The % of Occasions when our Response Time for RTC Incidents were met against Agreed Response Standards | 80% | 85% |
| FSO 2 - Total number of Fire safety audits completed | 1900 | 1956 |
| FS0 5b - Total No of Fires in Non-domestic Buildings | 152 | 125 |
| After the Incident (Domestic) - Customer Satisfaction Survey | 98% | 99% |
| After the Incident (Non-Domestic) - Customer Satisfaction Survey | 98% | 100% |
| Home Fire Safety Check - Customer Satisfaction Survey | 98% | 98% |
| Fire Safety Audits - Customer Satisfaction Survey | 98% | 100% |

## Strategic Objective 2

| Strategic Objective 2 | What does this mean? |
|---|---|
| To ensure high standards of corporate governance and continued service improvement | We will review our governance arrangements to ensure that we provide an excellent fire and rescue service that meets the needs and expectations of our communities.  We will ensure that we are open and accountable in what we do and act with integrity.  We will deliver value for money at all times to provide an effective and efficient service and to be there when you need us. |

**How will this be done?**

**We will ensure a rigorous, business-like approach through:**
- Robust financial scenario planning to meet the continued programme of austerity measures;
- Improved strategic planning and quality control systems including robust business cases for strategic expenditure;
- Improved performance measurement, reporting and management and enhanced audit and developed Quality Assurance processes;
- Rigorous evaluation of outcomes;
- Process improvements to achieve efficiencies;
- Collaboration and where appropriate shared services to achieve resilience and efficiencies; and,
- A focus on sustainability in all our business processes.

**And:**

**Using Transformational Information and Communication Technology (ICT) by:**
- Further enhancement and development of ICT systems to support our service delivery functions;
- Improved Management Information System applications;
- Continuing to develop ICT systems to share data and information with partners and make such data and information more accessible whilst ensuring the continued security of our systems;
- Implementing the Service Transformation and Efficiency Programme (STEP).

| Performance Indicators for Strategic Objective 2 | 2016/17 Target | 2016/17 Actual |
|---|---|---|
| FNP 1 - Cost of Fire Service per Head of Population (Information Only) | n/a | £44.25 |
| FNP 2 - Accuracy of net budget forecast outturn at periods 6 & 9 (Sept & Dec) against actual outturn - variance between forecast and actual outturn | £600k | n/a* |
| FNP 3 - Percentage of Routine Financial Reports Distributed Within 6 Working Days of Period | 90% | 100% |
| FNP 4 - Compliance of Annual Statement of Accounts Processes with Statutory Timescales and Quality Criteria | 100% | 100% |
| FNP 5 – Percentage of Uncontested Invoices Paid Within 30 days | 97% | 96% |
| FNP 6 – Percentage of Outstanding Debt Over 90 Days Old | 1.5% | 5.43% |
| FNP 7 – Percentage of Annual Planned Efficiency Savings Achieved by Year End | 100% | 92% |
| FNP 8 – Return on Investment | 0.90% | 0.86% |
| IM1 - The percentage of Incidents on Mission Critical services resolved within 1 Hour | 98% | 92% |
| IM2 - The percentage of Incidents on Business Critical services resolved within 2 Hours  (incidents requiring swap-out equipment or third party services are outside the scope of this measure) | 96% | 99% |
| IM3 - The percentage of  Incidents on Business Operational services resolved within 4 Hours, Priority A and B (incidents requiring swap-out equipment or third party services are outside the scope of this measure) | 90% | 100% |
| IM4 - The percentage of Incidents on Administration Services resolved within 8 Hours (Priority A and B incidents) | 90% | 93% |
| AV1 - Core ICT services availability | 97% | 100% |
| AV2 - Business Applications Availability | 97% | 100% |

*Data for this measure cannot be provided until after the external audit September 2017

**Strategic Objective 3**

| Strategic Objective 3 | What does this mean? |
|---|---|
| To develop our employees and create a safe, fair and caring workplace for our staff. | We will provide high quality training and development for our staff ensuring that they are appropriately equipped to carry out their role to the highest standards in a safe and professional manner. |

**How will this be done?**

**We will have the right people with the right skills by:**

- Having a continued focus on operational excellence through safety and training;
- Having a continuing ethical and moral leadership approach;
- Developing an expanded skills-base and flexible workforce that will provide public value and a wider range of service delivery outcomes;
- The use of effective change management processes;
- Using an 'embedded' approach to Diversity in relation to our staff;
- Maintaining robust individual performance management systems aligned to service strategy;
- Utilising knowledge, skills and succession planning; and,
- Supporting innovation.

| Performance Indicators for Strategic Objective 3 | 2016/17 Target | 2016/17 Actual |
|---|---|---|
| EQ1a – A % of new entrants to the Retained Duty System to be women. | 6% | 14.29% |
| EQ1b – A % of new entrants to the Whole-time Duty System to be women. | 5% | 14.81% |
| EQ2 – Recruitment of minority ethnic staff across the whole organisation | 13% | 11.86% |
| EQ3 – Parity in retention rates between ME and white employees (All Staff) | 14% | 5.17% |
| EQ4 – Parity in retention rates between men and women (Operational Staff) | 4% | 2.44% |
| HR1 – The percentage of working time lost due to sickness | 3.9% | 4.39% |
| HR2a - Turnover excluding retirement or dismissals – Excluding Retained | 6% | 3.59% |
| HR2b - Turnover excluding retirement or dismissals – Retained Only | 10% | 9.36% |
| HR3a – Percentage of returned appraisal documents to HR (Support Staff & Station Managers and above)* | 90% | 91% |
| HR3b – Percentage of returned appraisal documents to HR (Fire Fighters to Watch Managers)* | 90% | 100% |
| OH1 - % of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS) | 97% | 98% |
| OH2 - % of operational personnel achieving a pass category in their annual fitness test | 95% | 97% |
| T1 – Percentage of station based operational staff that have attended an assessed BA course within the last two years | 98% | 98% |
| T2 – Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years | 98% | 98% |
| T3 – Percentage of station based operational staff that have attended Water First Responder course within the last three years | 98% | 98% |
| T4 – Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years | 98% | 98% |
| T5 – Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years | 98% | 91% |
| T6 – Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years. | 98% | 98% |
| T7 – Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months. | 98% | 100% |
| T8a – Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months. | 92% | 95% |

| Performance Indicators for Strategic Objective 3 | 2016/17 Target | 2016/17 Actual |
|---|---|---|
| T8b – Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months. | 92% | 89% |
| T8c – Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months. | 92% | 93% |
| T8d - Percentage of Senior management roles (SC to AC) personal attainment in maintaining core, operational safety critical training modules within a rolling 12 month period. | 92% | 92% |
| H1 – Number of serious accidents (over 28 days) per 1000 employees | 5.38 | 0 |

*Within 3 months of reporting year end (September).