

# ESSEX FIRE AUTHORITY

## Essex County Fire & Rescue Service



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MEETING

**Essex Fire Authority**

AGENDA ITEM

**6**

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MEETING DATE

June 2017

REPORT NUMBER

**EFA/077/17**

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SUBJECT

**Annual Performance Report**

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REPORT BY

Director of Transformation, Mark Stagg

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PRESENTED BY

Performance Analyst, Lucy Clayton

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### **SUMMARY**

To provide Members of Essex Fire Authority with an overview of the Service's performance over the financial year 2016-2017.

### **RECOMMENDATIONS**

Members of Essex Fire Authority members are to:

1. Note the performance and commentary against the targets established for the Service for 2016-2017
2. Asked to agree that the Audit, Governance and Review Committee set performance targets for 2017-2018.

### **Financial, Legal, Health and Safety, Equality and Environmental Implications**

There are no significant implications from the content or purpose of this paper.

Further details and background information available from: [lucy.clayton@essex-fire.gov.uk](mailto:lucy.clayton@essex-fire.gov.uk)  
or [tracy.king@essex-fire.gov.uk](mailto:tracy.king@essex-fire.gov.uk)

<b>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</b>	
<b>List of appendices attached to this paper:</b>	
<b>List of background documents (not attached):</b>	
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June 2017

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# End of Year Performance report 2016 - 17





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## Performance Report

### Performance Summary

#### Outcome Headlines

Incidents – Attended by the Service in 2016/2017


	Incident numbers	Fire	Special Services	False Alarms
	16122 	5323 	4670 	6129 
Previous Year Change	+2073 13% ↑	+867 16% ↑	+951 20% ↑	+255 4% ↑

- In the period 2016/17 all the three incident classifications saw an increase over the previous reporting year.
- Special Services have seen the largest increase over the previous reporting year. Effecting Entry (+330), Assisting Other Agencies (+257), Co-Responder (+191) and Flooding (+100) accounted for the majority of the increase. **Lift Rescues saw the largest decrease with 46 fewer incidents.**
- In the current reporting period Primary Fires saw a 11% (279) increase, Secondary fires also saw a 11% (254) increase and Chimney fires saw a 20% (19) increase.
- Over the last 12 months Good Intent False Alarms have seen the largest increase, with a 7% increase (239). **False alarms due to apparatus (1%, -25) and Malicious False Alarms (10%, -17) have both seen decreases.**
- Volunteer hours have increased over this reporting period and this can be attributed to the successful recruitment of Parish Safety Volunteers.
- Volunteer hours have contributed to 24% of all non-specialist Home Fire Safety Visits.

Volunteer Hours

1790.5  


HFSV

9024  


## Key

### Trend



Towards Target

Trend is positively moving towards target



Away from Target

Trend is negatively moving away from target



Static

Trend has not changed

### Target

Where Targets are blank, this is a new performance measure and proposed targets will be drafted and submitted to the Fire Authority.

### Upper and Lower Control limits

Upper and Lower control limits have been added to charts within this report. These have been introduced to measures where performance will fluctuate month by month. These give managers an idea of where there are areas for performance management and improvement.

### Horizon Scanning



This symbol shows that an issue has been identified as part of Horizon Scanning and it could have an impact on the performance measure.

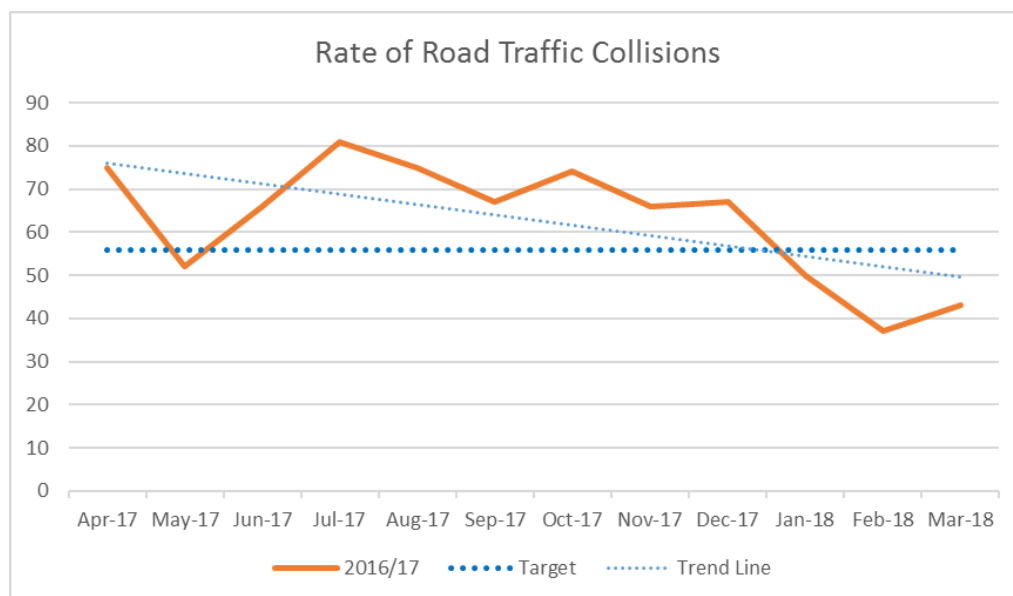
## Prevention

01 April 2016 – 31 March 2017

### We keep people safe when they travel in and through Essex

2016/17	2015/16	Trend	Target	Target
753	787	Towards Target	676	Off Target

Number of people killed or seriously injured in Road Traffic Collisions (RTCs)



This data is collated Essex-wide from Essex Highway Department at Essex County Council. The data shows incidents attended by the police, but not all incidents are attended by Essex County Fire and Rescue Service. The Service work as part of a wider working group called the Safer Essex Roads Partnership which has a focus on Making Essex Roads Safer.

If we look more widely at all Road Traffic Collisions that occur throughout Essex for 2016/17 the following data presents some useful points that can be deduced from the data (it is important to note that the broken down statistics will not total 3387, as there can be multiple fatalities/injuries in a single Road Traffic Collision):

3387 Road Traffic Collisions across Essex (257 decrease)

1306 Attended by the Service (48 Increase)

43 Fatal

796 Serious

30% Road Traffic Collisions Occur in wet/damp conditions

63% Occurred in 30mph zones.

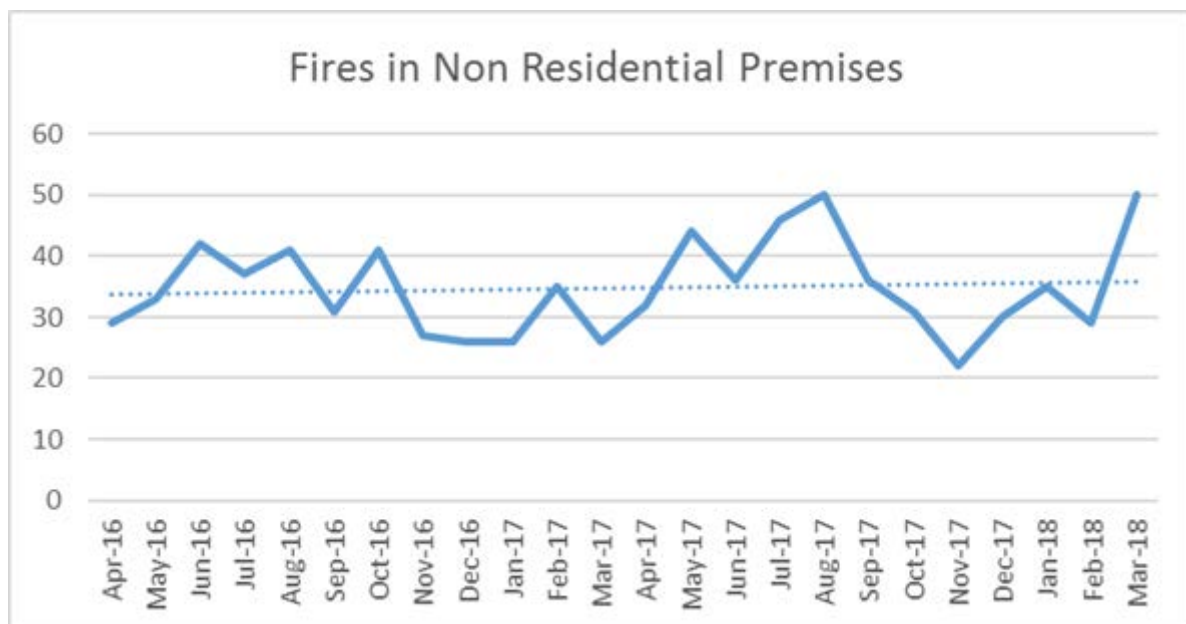
## We will educate young people in Essex, so they become safer adults. 100% of school children are delivered an age appropriate safety message.

In the reporting year 2016-17 the Service visited 62% of the schools within Essex to carry out 1836 lessons, to a total audience size of 146,675.

## We keep people safe in their workplaces and at leisure in Essex.

### Fires in Non-Residential Properties

2016/17	2015/16		Target	Target
441	394	Higher than previous years figures	TBC	TBC



Prisons see the largest increase in incidents over the last 12 months, an additional 12 incidents (41%).

This trend has been showing as increasing over the reporting year.

**Enforcements**

1 enforcement notice was served on 29 November 2016 for a Flat in Basildon of more than 4 storeys.

**Prohibitions**

1 prohibition notice was served on 10 November 2016 on a Takeaway business in Harwich.

**Prosecutions**

No prosecution cases for the period 2016/17..



## Safety messages relevant to all potentially life threatening calls attended by the Fire Service are shared with the communities we are here to serve.

The Communications and Marketing Team look for any safety messages that can be partnered with incidents, such as the house did not have a smoke alarm, and include safety advice in the summary on Social Media. This information is then shared on the website and social media and always links back to more information around the topic.

Examples of some of our Social media messages are shown below.



## Protection

01 April 2016 – 31 March 2017

**We keep people - including the elderly and vulnerable - safe in their homes protected by a working smoke alarm, and for higher risk buildings, a sprinkler.**

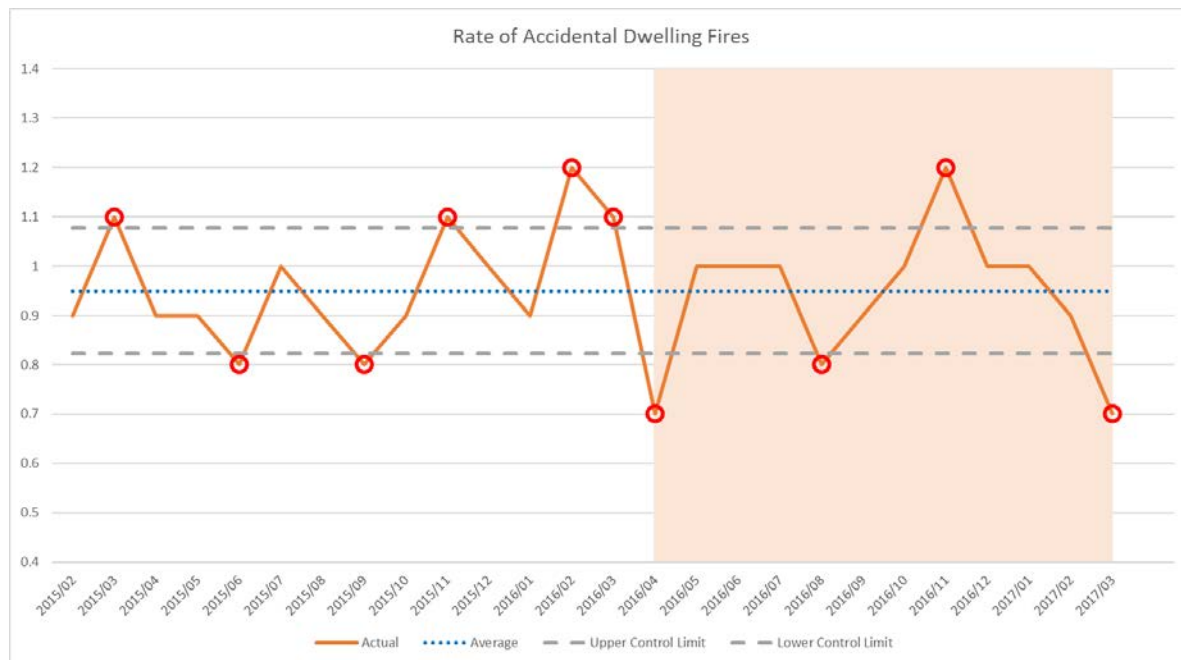
Rate of Accidental Dwelling Fires (per 10,000 properties)

2016/17	2015/16	Trend	Target	Target
11.6	11.3	Away from Target	10.3	Off Target

This rate equates to 862 Accidental Dwelling Fires over the reporting year compared to 889 in the previous reporting year.

Month	2016/17	2015/16	Target	Target
April	0.7	0.9	0.9	On Target
May	1	0.9	0.9	Off Target
June	1	0.8	0.9	Off Target
July	1	1	0.9	Off Target
August	0.8	0.9	0.9	On Target
September	0.9	0.8	0.9	On Target
October	1	0.9	0.9	Off Target
November	1.2	1.1	0.9	Off Target
December	1	1	0.9	Off Target
January	1	0.9	0.9	Off Target
February	0.9	1.2	0.9	On Target
March	0.7	1.1	0.9	On Target

Whilst this target was missed for the reporting period of 2016/17, the rate of Accidental Dwelling Fires (ADF) exceed the Upper Control Limit<sup>1</sup> in November. Performance has steadily improved towards the later end of the reporting year.



November saw 89 Accidental Dwelling Fires, this is the largest number seen in any month within the reporting period. The average number of Accidental Dwelling Fires is 72 per month, in the previous reporting year the average was 74.

Rate of Accidental Dwelling Fires by Borough/District.

District/Borough Name	Population	Total	ADF per 10,000
Southend-on-Sea	91,197	126	13.8
Harlow	43,851	54	12.3
Basildon	93,419	99	10.6
Thurrock	83,835	87	10.4
Colchester	92,732	95	10.2

Generally in Essex, the Boroughs and Districts with the highest population provide the highest rate of Accidental Dwelling Fires. Districts that are the exception to this trend are Harlow, which is the 10<sup>th</sup> smallest in terms of population but has the second highest rate of Accidental Dwelling Fires, and Braintree, which is the 6<sup>th</sup> largest in terms of population but has the 2<sup>nd</sup> lowest rate of Accidental Dwelling Fires. This information has been shared with Community Safety to help them target intervention programs within the most affected Boroughs and Districts.

<sup>1</sup> Upper and Lower control limits have been added to charts within this report. These have been introduced to measures where performance will fluctuate month by month. These give managers an idea of where there are areas for performance management and improvement.

The most common fire start locations for Accidental Dwelling Fires in the reporting year are the kitchen (62%), the living room (7%) and the bedroom (6%).

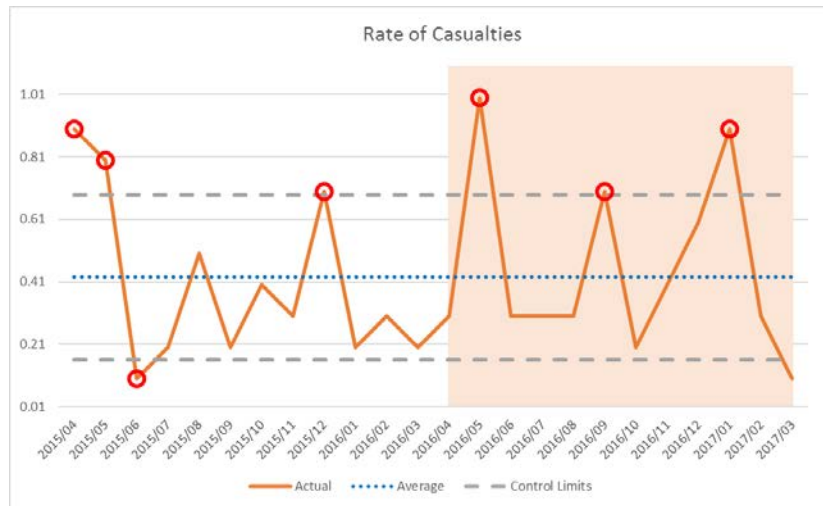
The most common causes for fires in 2016/17 were Cooking (35%), Fault in Electrical Equipment (15%) and Combustible articles being too close to heat source (12%).

## Rate of Casualties resulting from Fires

2016/17	2015/16	Trend	Target	Target
5.0	5.0	Meeting Target	5.0	On Target

Over the reporting period there were 4 incidents that led to 7 fatalities, there were 69 incidents that led to 88 injuries.

Month	Fatalities	Injuries
2016/04	1	4
2016/05	0	18
2016/06	0	5
2016/07	0	6
2016/08	0	6
2016/09	1	11
2016/10	0	4
2016/11	2	5
2016/12	3	7
2017/01	0	15
2017/02	0	6
2017/03	0	1



The target was missed 4 times in the current reporting period. The rate of Casualties exceed the Upper Control Limit<sup>2</sup> 3 times in the reporting period.

<sup>2</sup> Upper and Lower control limits have been added to charts within this report. These have been introduced to measures where performance will fluctuate month by month. These give managers an idea of where there are areas for performance management and improvement.

## Number of Home Safety Visits

Type	Technicians	Parish Safety Volunteers	Volunteers	Community Safety Officers	Station Personal	Total
2016/04	431	10	116	18	3	578
2016/05	325	17	132	91	94	659
2016/06	396	4	104	137	6	647
2016/07	664	2	85	76	7	834
2016/08	675	12	31	29	4	751
2016/09	572	16	70	25	18	701
2016/10	519	78	118	26	11	752
2016/11	647	119	127	17	13	923
2016/12	471	53	50	17	14	605
2017/01	756	51	45	9	22	883
2017/02	647	30	48	10	22	757
2017/03	779	63	75	8	9	934
Total	6882	455	1001	463	223	9024

**9024** visits were conducted during the 2016/17 reporting period, with volunteers conducting 16% of these visits.

If specialist visits such as faulty, sensory, and domestic violence visits are removed, volunteers, including Home Safety and Parish Safety Volunteers, conducted 24% of all standard visits.

### Number of Targeted Interventions

Targeted Interventions have been identified as a key activity in supporting the Service to achieve the IRMP pledge for 100% working smoke alarms in every home in Essex. Work has taken place to change the delivery method of Targeted Interventions to increase the number of at risk addresses visited by the Service.

Previously the Service would visit individual addresses based on a risk profile from MOSAIC<sup>3</sup>. We have to-date visited well in excess of 20,000 addresses. The change in delivery of Targeted Interventions enables Service personnel to visit whole streets visiting consecutive addresses thus increasing the amount of door knocks per hour (the time delegated to each whole time Fire Engine is allocated per shift).

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<sup>3</sup> MOSAIC is a demographic tool used by the Service to identify similar household across the county and allow us to target intervention measures towards them.

## Volunteer hours provided

This year saw continuing success for the Parish Safety Volunteers Scheme. This, coupled with our original home fire safety volunteers sees nearly a quarter of all home safety visits in our county being delivered by volunteers.

Our museum volunteers have continued to excel in their expertise, and a volunteer-led outreach activity this summer saw our audience numbers increase by over 12,000. This was together with a temporary pop up museum at the Chelmsford and Essex Museum in Oakland's Park.

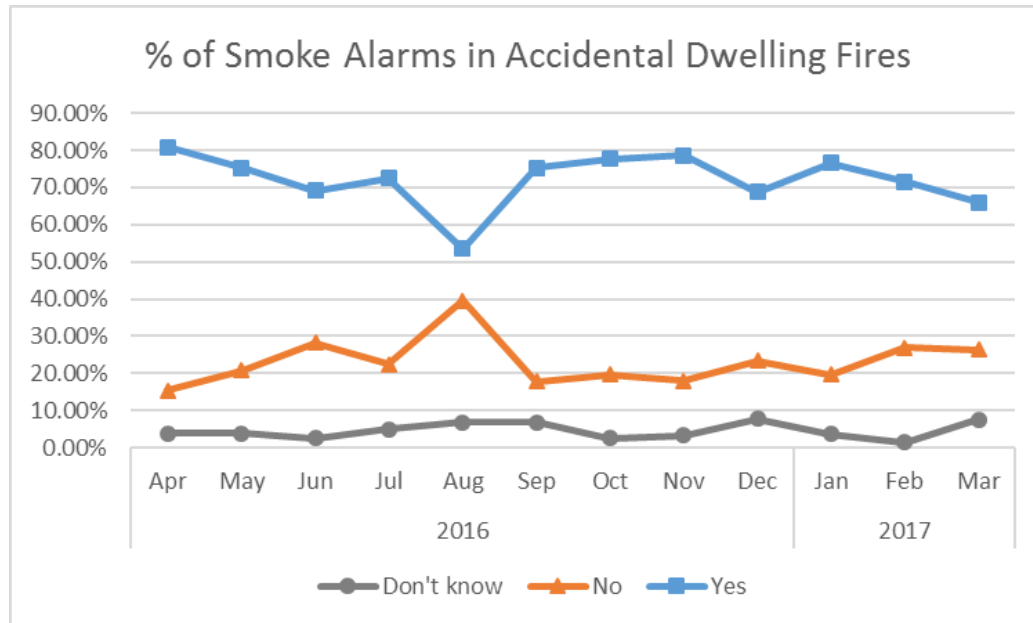
The volunteer symposium and volunteer celebration events remind the Service that the passion and dedication our volunteers have not only adds value to our work, but often is the only way it can happen. Please note that the Crucial Crew and Winter Warmer campaigns last year would not have been possible without the hard work of volunteers.

	Home Safety Visits	Community Safety Activities	Training	Museum	Total
<b>April</b>	267	238	56	151	712
<b>May</b>	223	61	20	212	516
<b>June</b>	273	182	40	206	700
<b>July</b>	210	89	34	235	567
<b>August</b>	83	257	72	220	631
<b>Sept</b>	199	271	73	138	681
<b>Oct</b>	325	192	21	126	663
<b>Nov</b>	384	233	33	116	766
<b>Dec</b>	117	82	71	93	362
<b>Jan</b>	201	116	46	240	602
<b>Feb</b>	184	50	4	136	374
<b>Mar</b>	248	159	79	132	617
<b>Apr</b>	175	115	21	156	467
<b>Total</b>	2,887	2,043	566	2,160	7,656

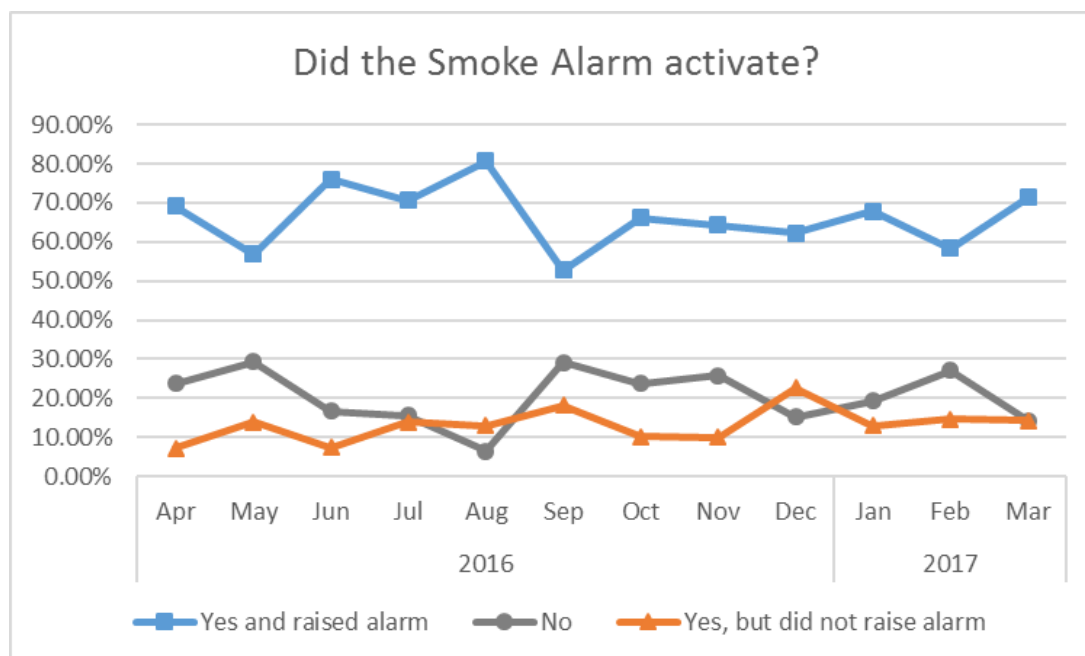
## Fires, fatalities and casualties in dwellings, by presence or operation of smoke alarms

Smoke Alarms were present within 73% of Accidental Dwelling Fires (ADFs) attended by The Service within the reporting period 2016-17. This accounts for 625 incidents.

The trend is that Smoke Alarm Ownership in Accidental Dwelling Fires has gradually decreased over the year.



In the reporting period, where Smoke Alarms are present, they activated and raised an alarm in 66% occasions, in 13% of occasions they activated but did not raise alarm, and in 21% the alarm did not activate at all.





## Response

01 April 2016 – 31 March 2017

**We ensure the safety of firefighters at all operational incidents, regardless of the nature and scale and that those with responsibility for incident command decision-making are consistently competent to undertake that role.**

### Days/Shifts lost due to Health and Safety Incidents

#### Injuries during operation incidents

Month	Injuries at fire	Injuries at Road Traffic Collisions	Injuries at other special service	Total
Wholetime	141	4	9	154
On Call	6	0	2	8
TOTAL	147	4	11	162

#### Injuries during operation incidents

Month	Operation Training	Fitness Training	Injuries during routine activities	Total
Wholetime	29	8	11	48
On Call	0	28	0	28
TOTAL	29	36	11	76

### Number of Health and Safety Incidents


#### Accidents

2016/17	2015/16	Trend	Target	Target
118	128	Improving on Target	128	On Target

Consistently, the number of accidents has been below the figure reported in the corresponding periods in 2015-16.

### Hazards


2016/17	2015/16	Trend	Target	Target
116	117	Improving on Target	117	On Target



Only once over the reporting period did the Service not improve on the number of reported Hazards in the previous year.

### Near Miss


2016/17	2015/16	Trend	Target	Target
62	89	Improving on Target	89	On Target



Consistently the number of Near Misses has been below the figure reported in the corresponding periods in 2015-16.

### RIDDOR

2016/17	2015/16	Trend	Target	Target
7	20	Improving on Target	20	On Target



RIDDOR is the “Reporting of Injuries, Diseases and Dangerous Occurrences Regulations” to the Health and Safety Executive for which the organisation and employees have an obligation to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).

Consistently the number of RIDDOR has been below the figure reported in the corresponding period of 2015-16.

**We deal with incidents safely and effectively and that for every known high-risk location in Essex there is an up-to-date and effective Tactical Fire Plan where the content is understood by those who are most likely to discharge it.**

To get our first attendance to an incident within 15 minutes 90% of occasions

2016/17	2015/16	Trend	Target	Target
88%	90%	Worse than previous year	90%	Off Target

Month	2016/17	2015/16	Target	Target
Apr-16	91.00%	90.00%	90.00%	On Target
May-16	90.00%	91.00%	90.00%	On Target
Jun-16	85.00%	90.00%	90.00%	Off Target
Jul-16	89.00%	88.00%	90.00%	Off Target
Aug-16	86.00%	87.00%	90.00%	Off Target
Sep-16	87.00%	90.00%	90.00%	Off Target
Oct-16	87.00%	91.00%	90.00%	Off Target
Nov-16	89.00%	91.00%	90.00%	Off Target
Dec-16	89.00%	90.00%	90.00%	Off Target
Jan-17	91.00%	90.00%	90.00%	On Target
Feb-17	87.00%	91.00%	90.00%	Off Target
Mar-17	90.00%	91.00%	90.00%	On Target

In 2016-17, 88% of incidents were attended within 15 minutes. The trend for this measure has been slowly increasing over the reporting year.

November, December and January saw the lowest averages for call handling for the financial year. Staff within Control should be congratulated for imbedding the new 4i system as quickly as they have and being able to see the benefits of quicker call handling times already.

**To get our first attendance to a potentially life-threatening incident within an average of 10 minutes**

2016/17	2015/16	Trend	Target	Target
10.35	10.18	Away from Target	10.00	Off Target

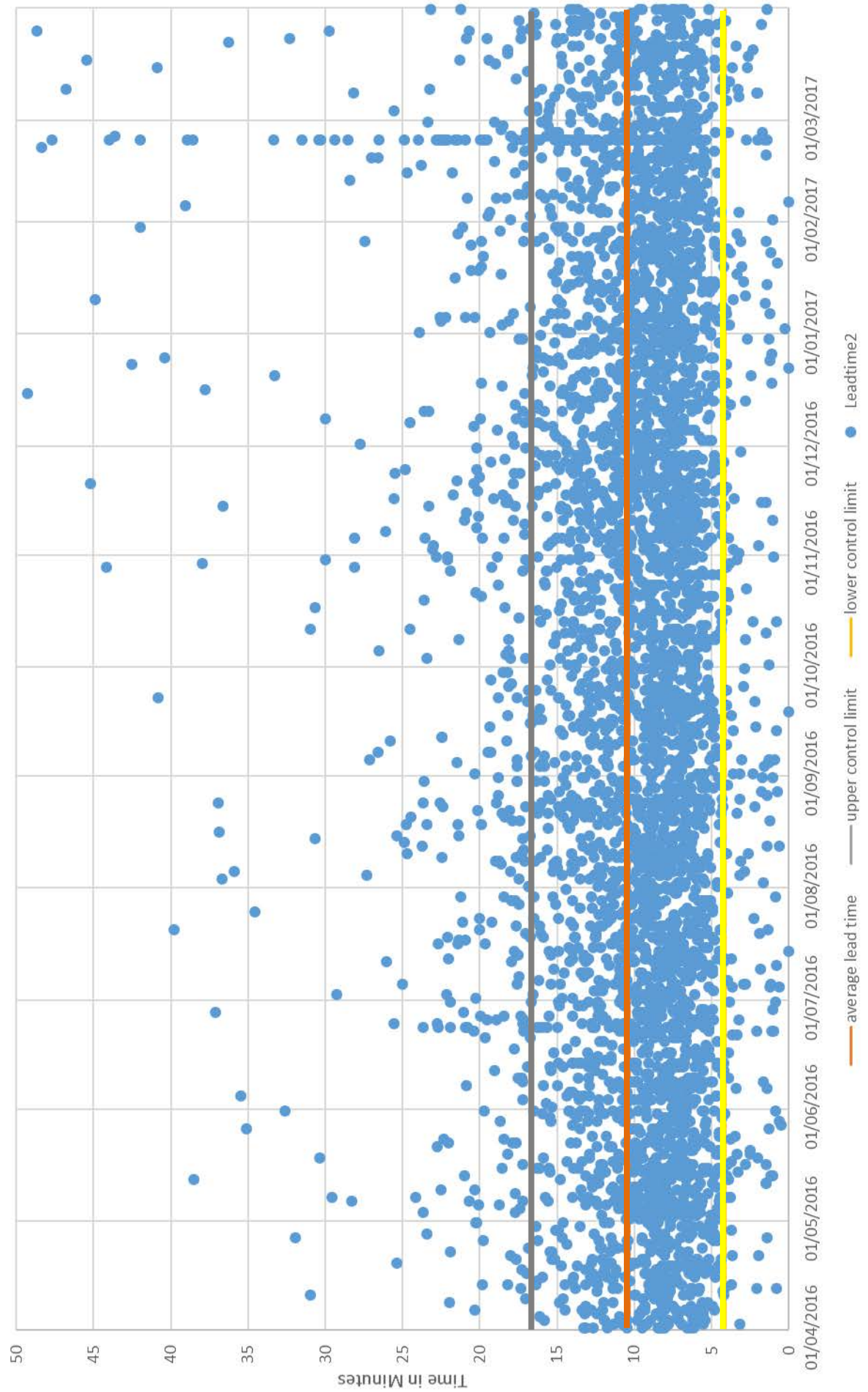
During 2016-17, there were 4387 incidents that were classed as Potentially Life Threatening incidents. 3978 Incident fell below the Upper Control Limit, 410 were above the Upper Control Limit.

Of the 410 Incidents occurring outside the Upper Control Limit<sup>4</sup> 63 were Fires, 63 were False Alarms and 284 were Special Services.

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<sup>4</sup> Upper and Lower control limits have been added to charts within this report. These have been introduced to measures where performance will fluctuate month by month. These give managers an idea of a where there are areas for performance management and improvement.

Attendance Times





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**We ensure that lessons learned from all operational incidents, regardless of the nature and scale, are captured, fed back and acted upon.**

#### Completion rate of debriefs

In 2016-17 there were 98 Debriefs carried out by the Service.

37	Level 1	Operational Debriefs
10	Level 2	Strategic
51	Level 2	Tactical

#### What are the key lessons learnt from the debrief process

The following areas have been identified as subjects that all personnel should familiarise themselves with:

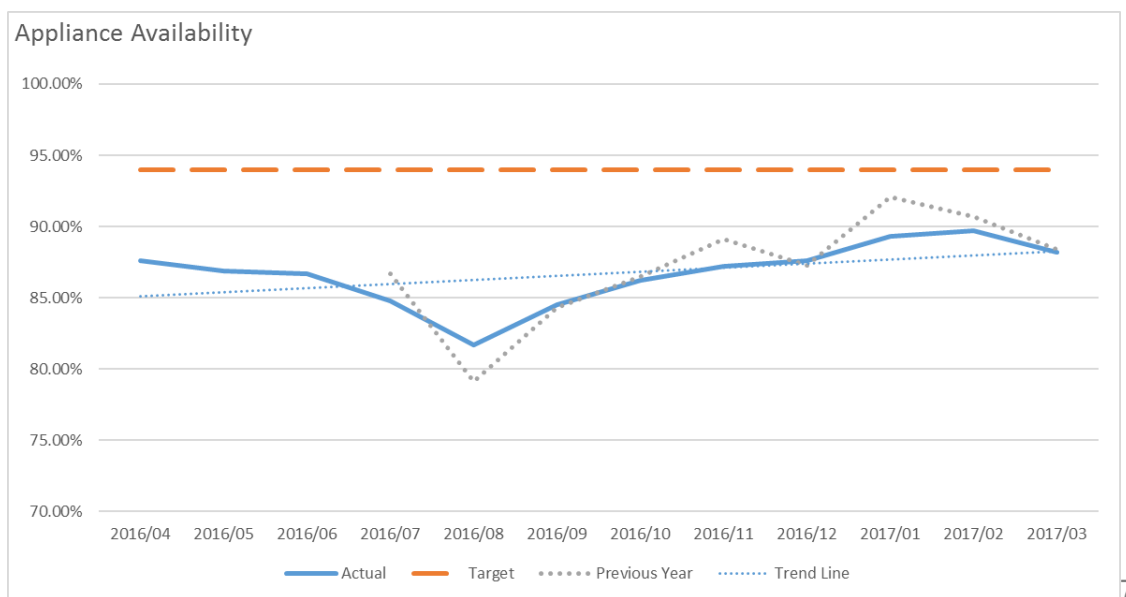
- Half Masks – Should be carried at all times as part of your PPE. Crews have been identified as putting themselves at greater risk by not using appropriate respiratory protection at asbestos incidents.
- Thermal Image Camera (TIC) – BA crews to ensure that a thorough search is performed and not to rely on the TIC to locate casualties behind obstructions.
- IIMARCH – Handover procedure. The Operations Dept. will shortly be issuing an aid sheet to all personnel.

## We maximise the availability and utilisation of resources within our operational response model.

### Total Pumping Appliances Availability

2016/17	2015/16	Trend	Target	Target
88%	87.6%	Towards Target	94%	Off Target

The chart below shows the 12 month appliance availability. As you can see this year follows the same seasonal trends as previous years and has fluctuated above and below previous year's figures but is consistently below the target set for this measure.

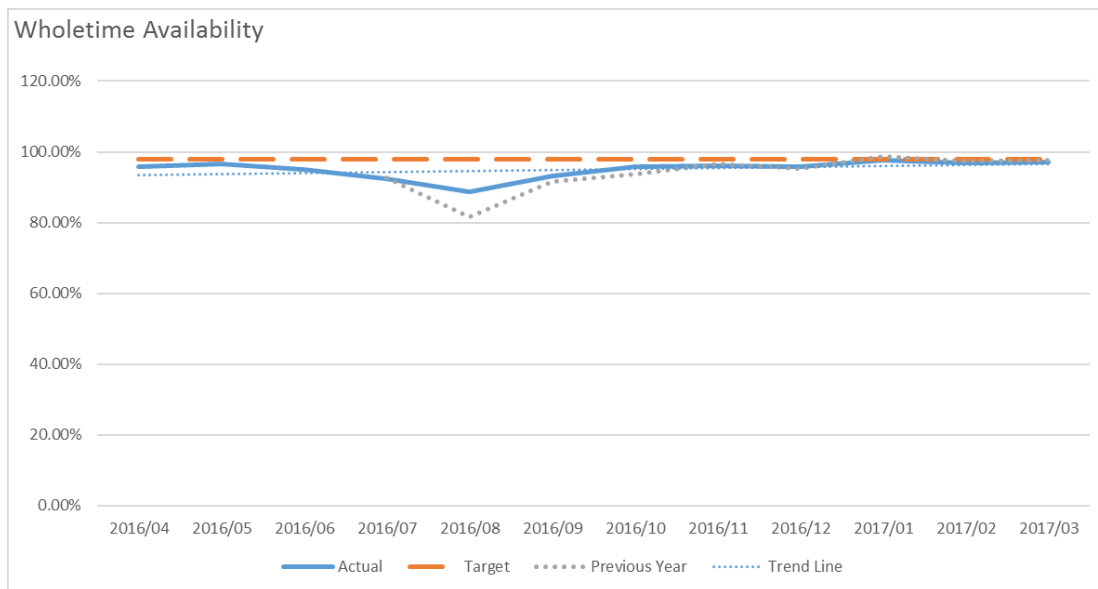




## Wholesale Pumping Appliances Availability

2016/17	2015/16	Trend	Target	Target
95%	94%	Towards Target	98%	Off Target

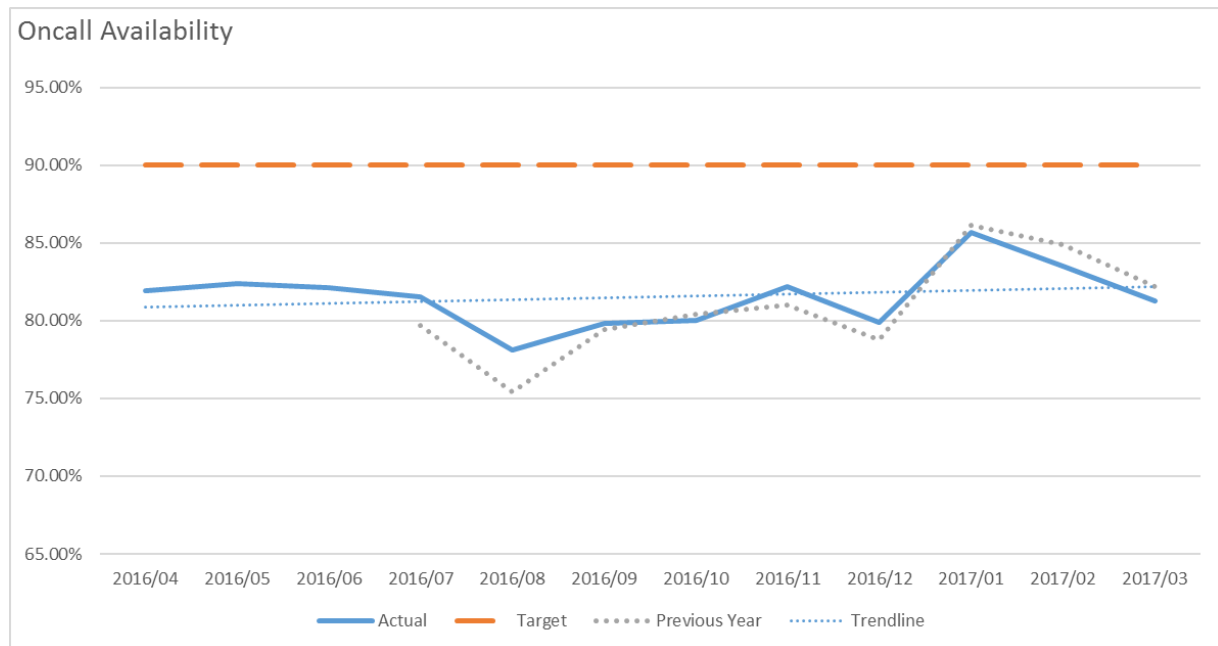
The chart below shows the 12 month Wholesale Pumping appliance availability. As you can see this year follows the same seasonal trends, with a dip in August, as per previous years but we are slowly increasing performance towards our target.



## On Call Pumping Appliances Availability

2016/17	2015/16	Trend	Target	Target
81.5%	80.7%	Towards Target	90%	Off Target

The chart below shows the 12-month Wholetime Pumping appliance availability. As you can see this year follows the same seasonal trends, with a dip in August, as previous years. The trend is slowing increasing towards target, despite the dip in the last reporting quarter. 14 On Call Stations met their availability targets over the 12-months, 9 missed by up to 10%.



## Number of out duties

	Pre-Arranged Out Duties		Dynamic Out Duties	
	Total No.	Total Cost	Total No.	Total Cost
<b>Apr-16</b>	112	£6,672.28	251	£4,817.73
<b>May-16</b>	115	£7,100.07	226	£4,136.43
<b>Jun-16</b>	115	£6,658.72	215	£5,707.35
<b>Jul-16</b>	96	£6,350.50	229	£6,078.30
<b>Aug-16</b>	61	£4,046.66	325	£8,604.77
<b>Sep-16</b>	130	£7,168.51	251	£4,817.73
<b>Oct-16</b>	Data not Available			
<b>Nov-16</b>	128	£6,243.24	233	£5,641.23
<b>Dec-16</b>	125	£6,154.05	255	£7,576.11
<b>Jan-17</b>	77	£4,290.71	211	£6,311.19
<b>Feb-17</b>	51	£2,925.52	188	£5,640.00
<b>Mar-17</b>	79	£4,133.92	189	£7,832.00

## Have the out duties been effective

The Service have two types of out duties: - Pre-arranged and Dynamic.

Pre-arranged are arranged by Stations. They request resource from another Station with a minimum of 4-days' notice. Dynamic out duties are arranged by Control. Control contact a Station on the day an out duty is required and request resources are sent immediately to the Station requiring cover. The number and cost of these are given above.

## What is the progress with On Call Recruitment?

We finished with a net gain of on-call firefighters over the year – table 1 shows 53 recruited and 49 left the Service. This is a reflection of improvements in our general on-call recruitment activity rather than as a result of our specific activity as part of conversions under Programme 2020. The recruitment campaign at Clacton was successful but those recruited will only count as starters from May 2017.

	Actual For	Movement since	Joiners since	Leavers since	Transfers In since	Transfers Out since
Station	Mar 2017	01 Apr 2016	01 Apr 2016	01 Apr 2016	01 Apr 2016	01 Apr 2016
Billericay	13	(1)	0	(1)	0	0
Braintree	21	(2)	1	(3)	0	0
Brentwood	15	1	3	(2)	1	(1)
Brightlingsea	12	1	1	0	0	0
Burnham	11	(2)	3	(5)	0	0
Canvey Island	17	(1)	0	(1)	0	0
Coggeshall	12	2	1	0	1	0
Corringham	11	(1)	2	(2)	0	(1)
Dovercourt	12	0	0	0	0	0
Dunmow	17	1	5	(4)	1	(1)
Epping	14	(1)	0	(2)	1	0
Frinton	15	(2)	0	(2)	0	0
Halstead	20	(1)	2	(2)	0	(1)
Hawkeell	14	0	1	(1)	0	0
Ingatestone	11	1	2	(1)	0	0
Leaden Roding	7	0	0	0	0	0
Maldon	21	0	1	(2)	1	0
Manningtree	14	0	3	(3)	0	0
Newport	10	0	0	0	0	0
Old Harlow	12	(2)	1	(3)	0	0
Ongar	7	1	2	0	0	(1)
Rochford	12	2	4	(2)	0	0
Saffron Walden	21	(1)	0	(2)	1	0
Shoeburyness	12	0	2	(2)	0	0
Sible Hedingham	9	1	0	0	1	0
Stansted	16	2	5	(2)	0	(1)
Thaxted	7	(1)	0	0	0	(1)
Tillingham	10	(1)	1	(2)	0	0
Tiptree	13	1	2	0	0	(1)
Tollesbury	11	0	1	(1)	0	0
Weeley	15	1	2	(1)	0	0
West Mersea	12	1	1	0	0	0
Wethersfield	10	1	0	0	1	0
Wickford	13	2	2	0	0	0
Witham	22	0	3	(3)	0	0
Wivenhoe	13	2	2	0	0	0
<b>Grand Total</b>	<b>482</b>	<b>4</b>	<b>53</b>	<b>(49)</b>	<b>8</b>	<b>(8)</b>

Figure 1. On-call firefighter numbers April 2016 – March 2017

## People and Leadership

01 April 2016 – 31 March 2017

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**Our leaders are clear on our aims, our expectations of each other, and how we make decisions and how we measure success.**

**How is performance data helping drive improvement?**

Once of the biggest successes over the last financial year was the introduction of the SDO Dashboard.

This is a single page view of Station performance across all groups that is being used to drive discussions within one to ones between the SDO and their direct reports. Work is underway to develop further dashboards for all levels of Station Management.

An improvement that has already been realised since the introduction of the dashboard is the Weekly Incident Chase (where stations are chased to complete the incident data). This has improved week-on-week. This chase is essential as it ensures the timeliness of the completion of incident data.

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**We ensure our values are lived, we create a kind culture we are proud of and we reward people for what they do AND how they do it.**

#### **Number of Inductions**

The Service has refreshed its local area induction materials, which are delivered by line managers using the on-line Welcome Induction Programme. The process for notifying line managers of what to do when a new employee starts has been strengthened and is a standard part of the recruitment process. We are expecting the first reports regarding completion of the package by June 2017. As a complement to this, the content of a face-to-face session has been scoped. This will cover the vision and values of the organisation in support of the job related information given during the local area induction.

#### **Number of Grievances and Disciplines**

In the 12 months to Dec 2016, we recorded and handled 29 formal disciplinary investigations and 20 formal grievances.

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## **We are committed to become a learning organisation.**

### **Number of Complaints, Compliments and suggestions received within the Service**

The responsibility for this section is transferring to the Performance and Data Team in Q1 2017/18. As part of the transfer new corporate policies and procedures will be agreed. Improved recording will allow complaints to be transitioned in to learning opportunities and compliments will be incorporated into our Reward and Recognition process.

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## **We create forums for regular feedback on our talent, their strengths and suitability for promotion as well as identify future opportunities for development.**

### **Number of End of Year Appraisals Completed**

<b>2016/17</b>	<b>2015/16</b>	<b>Trend</b>	<b>Target</b>	<b>Target</b>
76%	90%	Towards Target	68%	Off Target

### What are the recognised forums for feedback?

We hold a number of recognised forums where our employees are able to share their feedback with other members of staff and senior leaders, including:

- Your Voice Employee Engagement Forum
- Leadership Forum
- Manager Briefings

### How well are these forums attended?

Date	Location	Number of attendees	Key discussion points
<b>April 2016</b>	Billericay Fire Station	8	First workshop held for the development of the Service Strategy General question and answers
<b>May 2016</b>	Rayleigh Fire Station	21	Introducing Director of Transformation Service Strategy Discussion ahead of 8 June meeting about the future of our Service
<b>July 2016</b>	Kelvedon Park	21	Opportunity to get involved in Kitchen Fire Safety Roadshow Thoughts on speed dating - an internal engagement event
<b>August 2016</b>	Kelvedon Park	17	Programme 2020 - communications and engagement workshop General Programme 2020 Q&As
<b>September 2016</b>	Chelmsford Fire Station	17	Programme 2020 Service Strategy Inputting into the Professional Development Programme
<b>October 2016</b>	Lexden Workshops	19	Update from Director of Transformation Reward and Recognition Employee Engagement Measurement within our Service Values Appraisal feedback
<b>December 2016</b>	Kelvedon Park	12	Rank to Role Dignity and Fairness at Work Assessment Development Centre Learning and Development Strategy



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## **We ensure that every manager has the skills and attitude to effectively discharge the role expected of them.**

Over the reporting period, the Service has appointed a Head of Talent who has introduced a number of new Management incentives for the Service: -

- Launch of new competencies aligned to the national PQAs
- Development and launch of new appraisal form – simplified and new competencies included for development purposes only
- Development of a 'talent pool' process
- All Assessment Centre materials aligned to the new competencies
- Design of new development materials aligned to the new competencies

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## **We develop ourselves and our teams to deliver more in a complex and uncertain environment.**

Average Day/Shifts lost to sickness absence per person (including all staff)

2016/17	2015/16	Trend	Target	Target
8.7	6.9	Towards Target	9.4	Off Target

Whilst the Service has missed its target for sickness and absence in 2016-17 there has been a continues improvement over previous year's figures since October 2010

**We will ensure that our Service reflects the diversity of our communities.**

#### Gender Profile

Gender	Whole time	On Call	Engineers	Support	Volunteers	Service Total
Female	9%	1%	0%	51%	32%	15%
Male	91%	99%	100%	49%	68%	85%

#### Age Statistics

Age Group	Operational	Retained	Engineers	Support	Volunteers	Service Total
18-24	0%	12%	15%	3%	11%	5%
25-34	11%	32%	5%	15%	14%	18%
35-44	36%	24%	15%	19%	14%	28%
45-54	49%	24%	35%	30%	14%	37%
55-64	4%	8%	30%	25%	18%	10%
65+	0%	0%	0%	8%	29%	2%

#### Ethnicity Statistics

Ethnic Origin	Operational	Retained	Engineers	Support	Volunteers	Service Total
Asian Indian	0%	0%	0%	0%	4%	0%
Black African	0%	0%	0%	0%	4%	0%
Black Caribbean	0%	0%	0%	0%	0%	0%
Chinese	0%	0%	0%	1%	0%	0%
Mixed Other	0%	0%	0%	0%	0%	0%
Mixed White&Asian	0%	0%	0%	0%	0%	0%
Mixed White&Black Caribbean	0%	0%	0%	0%	0%	0%
White Any Other	1%	1%	5%	1%	0%	1%
White British	35%	55%	20%	54%	68%	45%
White Irish	0%	0%	0%	0%	0%	0%
Not Stated	63%	43%	75%	44%	25%	53%

## Public Value and Collaboration

01 April 2016 – 31 March 2017

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### **We demonstrate value for money in our activities.**

#### **The Service Revenue Account**

In 2016/17, the Authority's total planned net expenditure was £71.3m which was met. During the year expenditure was kept under strict management control thus ensuring that only essential expenditure was occurred.

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### **We maximise the impact of our activity, ensuring that we make evidence based decisions and generate an understanding of what works.**

#### **Number of Collaboration Projects**

The Emergency Services Collaboration Programme Board (ESCPB) initially drew up a programme of fifty-three potential projects of which ten were selected for further progression and development. Of the ten Workstreams devised six have remained closely aligned to the original project briefs (PSV, Collapsed by Closed Doors, Community Speed Watch, Expansion of Education, Duke of Edinburgh and Firebreak aiming to provide Restorative Justice intervention).

The schools education programme is now fully established with joint education Officers delivering an enhanced, integrated programme of activity to school children across Essex in support of the IRMP objective to reach 100% of school children. The PSV project has seen the continued roll out of volunteers supporting the community safety message across Essex and Firebreak has been delivering RJ courses. These projects are expected to require a lighter-touch support going forward.

The remaining four projects (development of Essex Risk Intervention Service, Joint rural patrols, Community portal and Joint Trunk patrols) have been subject to changes following on from response to discussions with the Rep Bodies and partner agencies. Work will continue on exploring options to deliver these against core themes.

The ESCPB is awaiting the outcome of a funding bid to the Home Office in support of the ten workstreams (delayed during purdah); however, they are not entirely dependent on external funding for progression. The board has now begun an assessment process to re-visit the initial fifty-three initiatives with a view to taking another cohort forward for development and progression over the next twelve months.

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## Freedom of Information Requests

In 2016/17 there were 180 Freedom of Information Requests received by the Service, 148 were completed on time or 82%.



The Information Commissioner has raised the threshold that triggers the ICO's monitoring of public authorities when responding to freedom of information requests. Public authorities will now be considered for monitoring if fewer than 90% (previously 85%) of their FOI responses fall within the statutory timescale.

## Performance and Data Team

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For the latest information about our Service, visit Daily News.