

Performance Management with Members



Why are we changing the way we report performance?



How do we currently report performance?

Objective 1. We will identify the risks to our communities and work in partnership with them to manage the risk, to reduce its likelihood or its impact on our communities.

M YTD

1a Number of incidents attended in Essex
Performance against Month and YTD target

Essex County Fire and Rescue Service attended, **1,349** incidents in October 2016, this is an increase on the number recorded over the same month last year (1,214 - target is to be below previous year's figures), but lowest number reported since July.

The rolling 12-month total stands at **15,084** against a target of 13,252.

Fire
False Alarms
Special Services

2015-16
4400
5984
4097

2014-15
4336
5668
3361

Difference
↑64
↑316
↑736
% Change
↑1%
↑6%
↑22%

Special Services have seen the largest increase in incidents over the last 12 months, an additional 736 incidents. The largest increase has been Effecting Entry which accounts for 42% of the increase, this reflects the work that the service has been carrying out over the last 12 months.

False Alarms have seen the second largest increase over the last 12 months, 1,000 false alarm reasons reporting an increase.

Fires have increased by 1% over the past 12 months.

Primary Fires The total number of primary fires increased by 10% over the last 12 months. October 2016 reported the highest number of primary fires in 5 years. Primary Fires have increased at a faster rate than Accidental Fires. Car Fires and the main contributors to the increase in Deliberate Fires.

Secondary Fires The total number of Secondary Fires has seen a 10% increase over the last 12 months.

Objective 2. We will provide a resilient, timely, safe and effective response when risks become incidents.

M YTD

To get our first attendance to an incident within 15 minutes on 90% of occasions from the time we receive a call
Performance against Month and YTD target

The rolling 12 Month figure is 89%, this meets the target of 90% and shows a slight improvement over previous year figure of 87%. The Service have consistently met its target for the year.

M YTD

1b Rate of Accidental Dwelling Fires (ADF)
Performance against Month and YTD target

Essex County Fire and Rescue Service recorded 58 Accidental Dwelling Fires in October 2016, this is lower than the 68 recorded in the same month in 2015. This makes the rate of Accidental Dwelling Fires per 10,000 dwellings was 0.8 in October 2016, better than the target of 0.9 and below the rate recorded in October 2015.

The rolling 12 month rate of Accidental Dwelling Fires is 11.5, this is higher than 10.3 recorded last year and off track against the 10.8 target.

Kitchens continue to be the most common start location for Accidental Dwelling Fires with 64% originating here in the last 12 months, this is a 4% increase over previous reporting periods. Bedrooms (7% of ADFs) and living rooms (9% of ADFs) have marginally increased in start location of fires over the last 12 months.

Whist Cooking related incidents continue to be the most common cause of Accidental Dwelling Fires, Chip Pan Fires have reduced in the last 12 months, other cooking related incidents have increased.

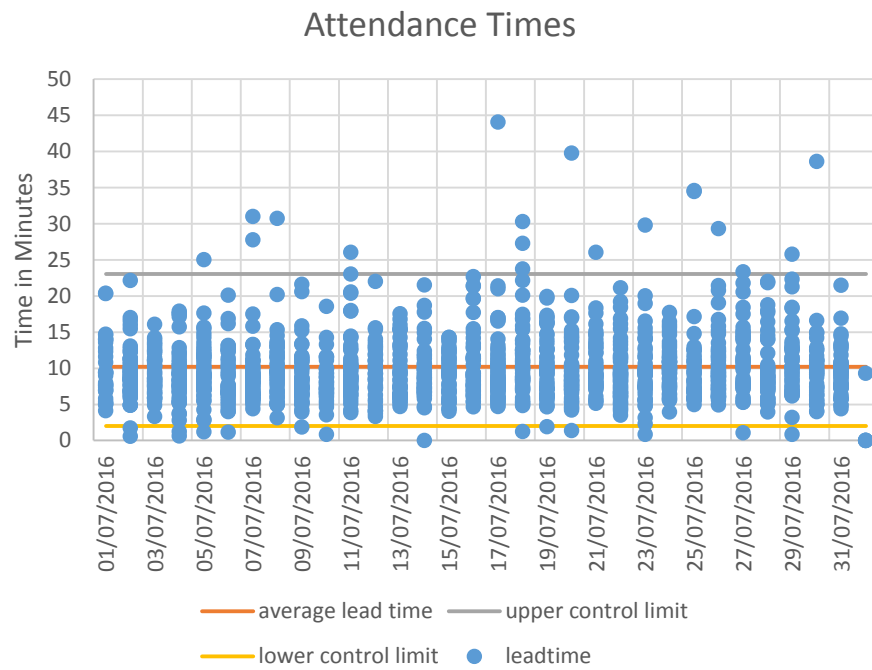
Fault in equipment and Combustible articles too close to heat source (or fire) account for more Accidental Dwelling Fires than Chip Pan fires.



Response

To get our first attendance to a potentially life-threatening incident, within an average of 10 minutes from the time we receive a call.

2016/17	2015/16	Vs Last Year	Target	Vs Target
10.22	10.60	↓	10.00	↑

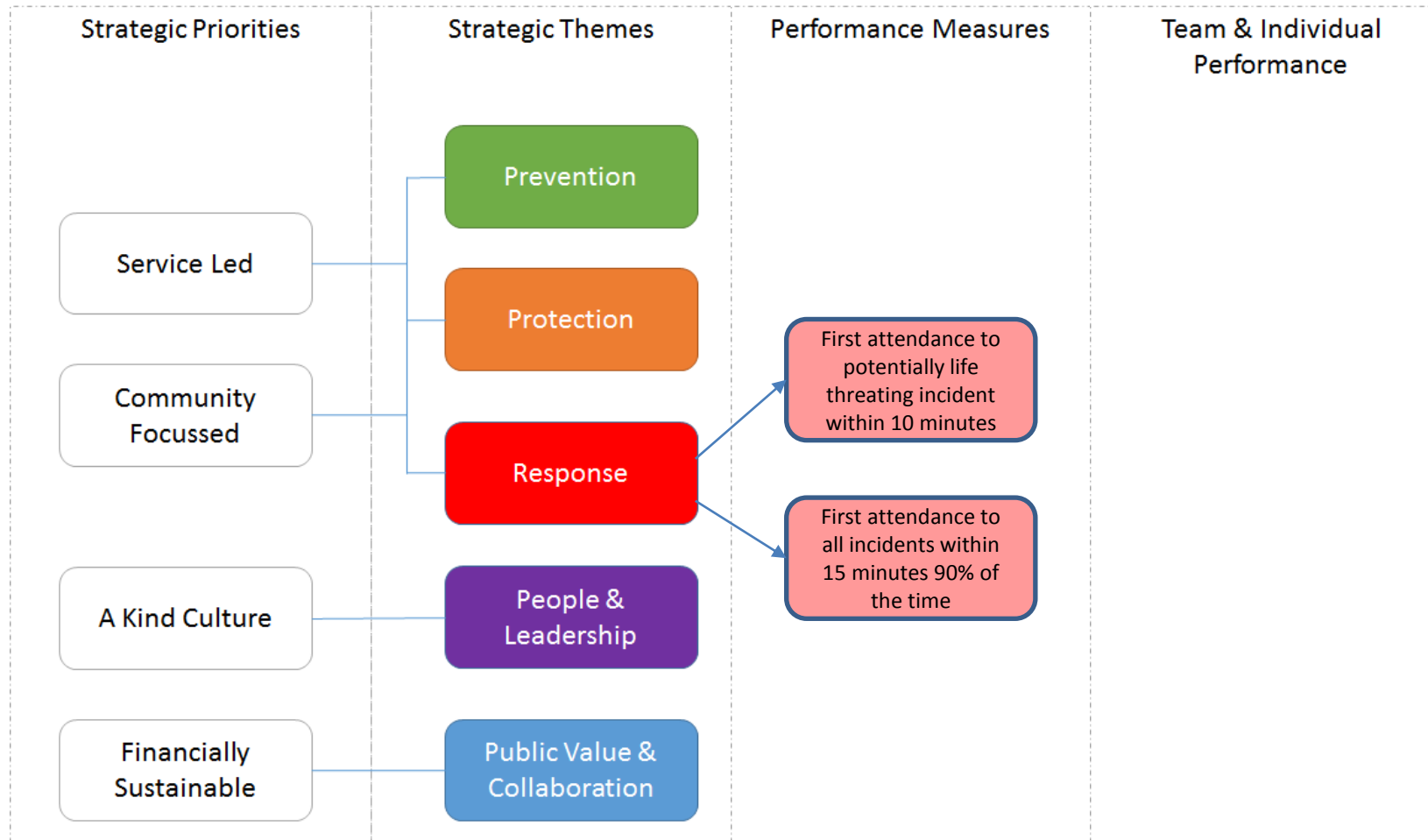


The Service has seen a continued reduction of First Appliance response times over the previous 12 Months.

In the Current Reporting period there were 17 Incidents that fell outside of the Upper Control Limit. 12 actions have been identified to mitigate repetition of these occurring again. These can be seen within Appendix A.

Changes to the Dynamic Mobilisation Algorithm identified in previous report has been actioned with positive effect on incidents within *Any Town*.

What do we know?



“Within each of our strategic themes there are a number of key activities which will enable the Service to deliver the outcomes required.”

Essex Fire Authority Strategy 2016 to 2020



Key Activities – Prevention



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

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

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

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



P r e v e n t i o n	Key Activities	SLT Owner	Member Interest	Business Expert	KPI / KPQ	Team and Individual Performance
	We keep people safe when they travel in and through Essex.	Julian Ashley			Number of deaths from road traffic collisions Number of serious injuries from road traffic Collisions Road Traffic Collisions attended by ECFRS	Broken down by command, Station or Department
	We will educate young people in Essex, so they become safer adults. 100% of school children are delivered an age appropriate safety message.	Julian Ashley			% of schools visited in each year category	
	We keep people safe in their workplaces and at leisure in Essex.	Julian Ashley			Risk Based Activity Program Outcomes How are we engaging with Businesses? Number of enforcements served Number of prohibitions served Number of prosecutions Number of Non domestic Fires	
	Safety messages relevant to all potentially life threatening calls attended by the Fire Service are shared with the communities we are here to serve.	Emily Osborne			Number of Routine Safety Messages Delivered (medium delivered and audience reached) Number of Response driven Safety Messages Deliver (medium delivered and audience reached) Have messages given during Home Fire Safety visits been updated to be relevant to patterns and trends within Essex/Nationally	

Key Activities – Protection

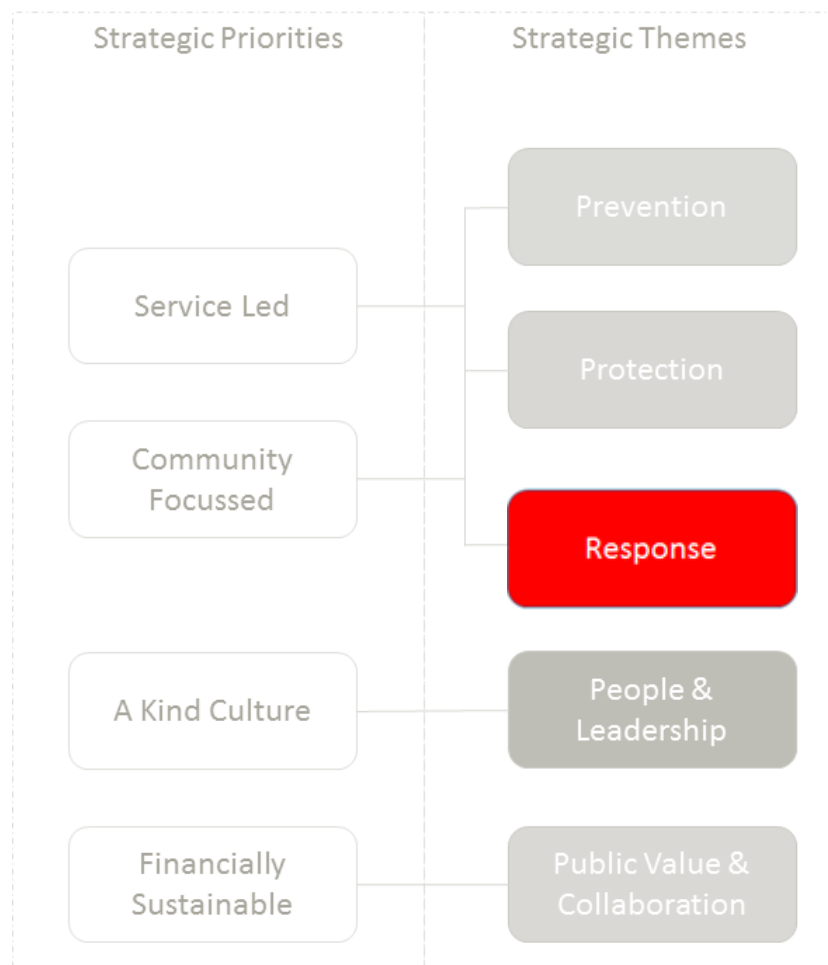


We keep people - including the elderly and vulnerable - safe in their homes, protected by a working smoke alarm and, for higher risk buildings, a sprinkler.



P r o t e c t i o n						Team and Individual Performance
	Key Activities	SLT Owner	Member Interest	Business Expert	KPI / KPQ	
	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.	Julian Ashley			Rate of Accidental Dwelling Fires Rate of Deliberate Dwelling Fires Rate of Casualties resulting from Fires Number of Home Safety Fire Visits Number of Targeted Interventions Volunteer hours provided Fires, fatalities and casualties in dwellings, by presence or operation of smoke alarms Fires in high rises where a sprinkler was present and where activated What support has been given to landlords regarding sprinklers	Broken down by command, Station or Department

Key Activities – Response



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.

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.

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

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

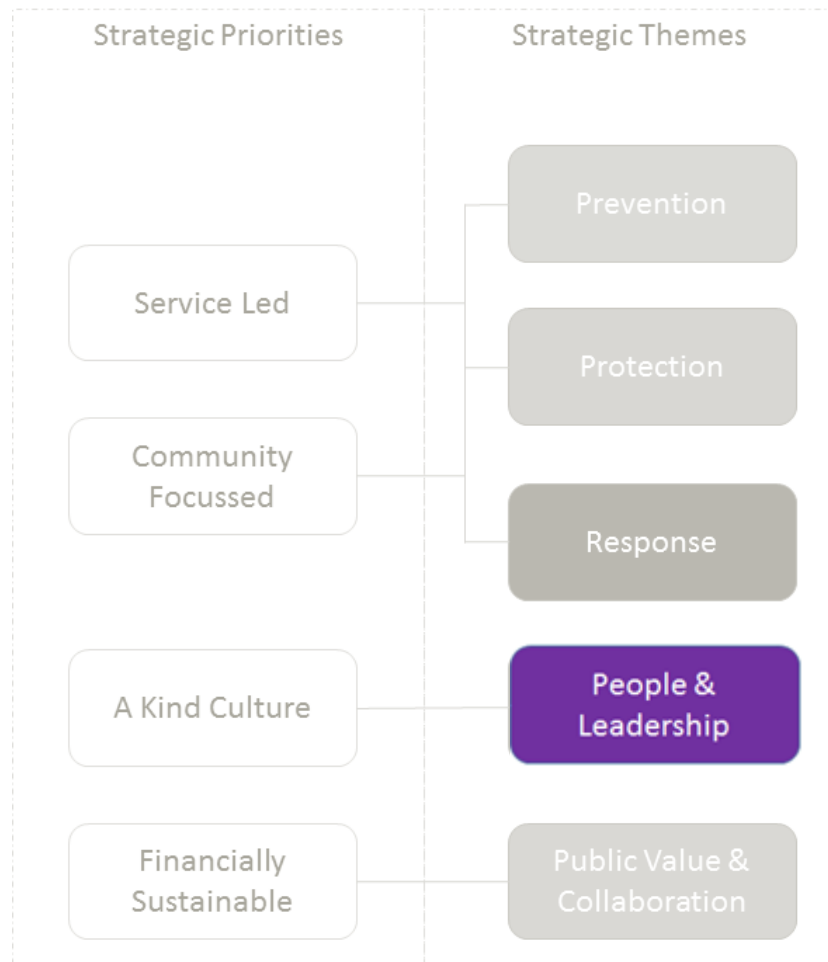


responsibilities

Key Activities	SLT Owner	Member Interest	Business Expert	KPI / KPQ	Team and Individual Performance
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.	Matt Furber			Task Book Completion Fire Fighter Fitness Have any new training course been rolled out due to lessons learnt % of essential competencies due to expire in next 3 months Time Loss Incidents due to Health and Safety Incidents Days/Shifts lost due to Health and Safety Incidents Number of Health and Safety Near Misses What were the key Lessons Learnt from an Health and Safety Incident	
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.	Matt Furber			To get our first attendance to an incident within 15 minutes 90% of occasions To get our first attendance to a potentially life-threatening incident within an average of 10 minutes Local Risks are signed off within Task books How well were Tactical Fire Plans implemented within the live incident	
We ensure that lessons learned from all operational incidents, regardless of the nature and scale, are captured, fed back and acted upon.	Matt Furber			Completion rate of debriefs What are the key lessons learnt from the debrief process	
We maximise the availability and utilisation of resources within our operational response model.	Matt Furber			Total Pumping Appliances Availability Number of out duties Have the out duties been effective What is the progress on On Call recruitment On Call Station Availability Whole Time Station Availability	

Broken down by command, Station or Department

Key Activities – People & Leadership



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

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.

We are committed to become a learning organisation.

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

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

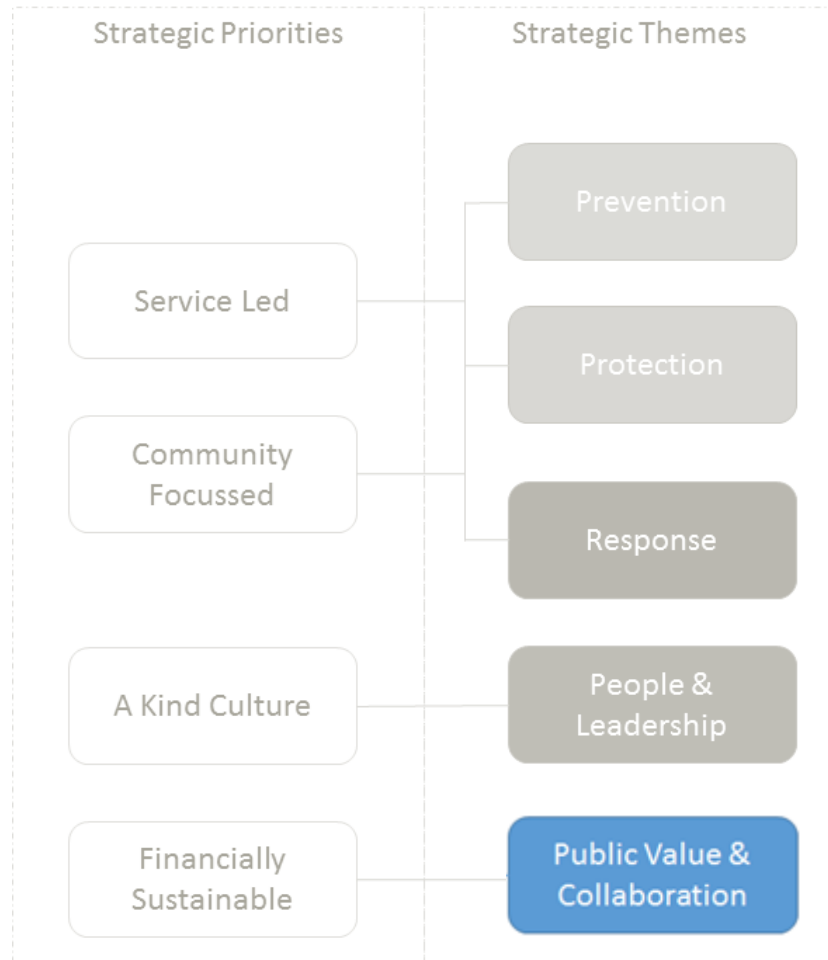
We develop ourselves and our teams to deliver more in a complex and uncertain environment.

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



People and Leadership	Key Activities	SLT Owner	Member Interest	Business Expert	KPI / KPQ	Team and Individual Performance
	Our leaders are clear on our aims, our expectations of each other, and how we make decisions and how we measure success.	Mark Stagg			Have the new performance measures been signed off Revised governance of Leadership meetings agreed Results of leadership questions on Engagement Surveys	Broken down by command, Station or Department
	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.	Mark Stagg			Staff identified within the reward and recognition process How are we ensuring that the values are lived Number of Exit Interviews Number of Inductions Number of Grievances and Disciplines	
	We are committed to become a learning organisation.	Mark Stagg			% of staff attending a non mandatory training course Number of Complaints, Compliments and suggestions received within the service What lessons have been learnt from projects Why are people leaving our Organisation How have we ensured that these lessons have been recognised across the organisation What are the emerging issues identified during Horizon Scanning	
	We create forums for regular feedback on our talent, their strengths and suitability for promotion as well as identify future opportunities for development.	Mark Stagg			Number of End of Year Appraisals Completed Number of Half Year Appraisal Reviews What are the recognised forums for feedback How well are these forums attended	
	We ensure that every manager has the skills and attitude to effectively discharge the role expected of them.	Mark Stagg			Have management competencies been identified Is the Learning and Development Strategy aligned to ensure Competencies are met Completion of Management training Courses Development of managers is built into appraisals	
	We develop ourselves and our teams to deliver more in a complex and uncertain environment.	Mark Stagg			Absence levels for uniformed staff Absence levels for non uniformed staff Sickness Absence reasons and lessons learnt	
	We will ensure that our Service reflects the				Gender Statistic	

Key Activities – Public Value and Collaboration



We demonstrate value for money in our activities.

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

We reduce our costs and improve our effectiveness through collaboration with partners.



Public and Value	Collaboration	Key Activities	SLT Owner	Member Interest	Business Expert	KPI / KPQ	Team and Individual Performance
		We demonstrate value for money in our activities.	Mike Clayton			Cost per head compared to other fire services	Broken down by command, Station or Department
						Annual reduction in budget	
		We maximise the impact of our activity, ensuring that we make evidence based decisions and generate an understanding of what works.	Mike Clayton			Increase in the proportion of expenditure on prevention and protection activity	
						Collaboration projects resource savings Number of Collaboration Projects	
		We reduce our costs and improve our effectiveness through collaboration with partners.	Mike Clayton				

What Next?

	April	May	June	July	August	September	October	November	December	January	February	March
Reporting Quarter	Q1			Q2			Q3			Q4		
SLT Full Report		Q4 Report First Draft	Produce Action Plan		Q1 Report First Draft	Produce Action Plan		Q2 Report First Draft	Produce Action Plan		Q3 First Draft	Produce Action Plan
AGR Committee	Q3			Q4			Q1			Q2		
EFA				End of Year Report								
SLT Report Exceptions	March Exceptions	April Exceptions	May Exceptions	June Exceptions	July Exceptions	August Exceptions	September Exceptions	October Exceptions	November Exceptions	December Exceptions	January Exceptions	February Exceptions

