

EAST SUSSEX FIRE AUTHORITY

Meeting	Scrutiny & Audit Panel
Date	10 November 2022
Title of Report	Performance Indicator Refresh 2022
By	Liz Ridley, Assistant Director – Planning & Improvement
Lead Officer	Sharon Milner, Planning & Intelligence Manager
Lead Member	Councillor Geary

Background Papers Performance and Corporate Strategy monitoring report for Quarter 3 2021/22 – Scrutiny & Audit 12 May 2022

Appendices Appendix 1: Proposed Tier 1 Strategic Measures and associated targets
Appendix 2: Tier 2 Service Measures
Appendix 3: Presentation example

Implications (please tick ✓ and attach to report)

Any implications affecting this report should be noted within the final paragraphs of the report

CORPORATE RISK		LEGAL	
ENVIRONMENTAL		POLICY	
FINANCIAL		POLITICAL	
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT To present the refreshed Strategic Tier 1 performance indicators that will form the future quarterly performance reports at the Scrutiny & Audit Panel for consideration and approval.

EXECUTIVE SUMMARY This report provides the results of the refresh of the strategic Tier 1 performance indicators recommended by the Senior Leadership Team to be reported quarterly at their meetings and onward to the Scrutiny & Audit Panel.

Appendix 1 contains the full suite of Strategic Tier 1 measures listed under each commitment. The Senior Leadership Team considered a list of 122 indicators and have proposed a set of 35 to be reported quarterly. Managers were asked to set targets and tolerances to show a direction of travel against

the measures which will enable clearer performance reporting, and these are included in the Appendix 1. Where indicators are new, tolerances and definitions will be set at a future date based on further discussions with responsible managers.

Appendix 1 contains the measures listed under each commitment. Table 1, paragraph 2.2 contains a summary of the changes.

Appendix 2 contains a list of Tier 2 service measures also considered by the Senior Leadership team. These are included in the report to give the Panel an opportunity to consider any Tier 2 measures it wishes to be reported as Tier 1.

The Fire Authority has seven performance priority areas, as agreed by the Scrutiny & Audit Panel. A current priority area, 'confining fires to the room of origin' is proposed to be deleted and therefore the Panel is asked to review the remaining 6 performance priority areas in paragraph 3.2 and confirm if they remain appropriate or suggest any changes.

Following agreement at this meeting a new performance report will be created. This report will provide a high level summary of all performance measures based on performance ratings. The priority areas will be reported in greater depth along with measures that are performing under the agreed tolerance level. A sample is provided at Appendix 3.

RECOMMENDATION

The Scrutiny & Audit Panel is asked to:

- i. consider the set of Strategic Tier 1 measures in Appendix 1 and agree them for future performance reports or offer alternative measures for inclusion:
 - ii. note that as part of the work to refresh the Strategic Tier 1 measures a priority area, 'confining fires to the room of origin', is proposed to be deleted. The Panel is asked to review the remaining 6 performance priority areas in paragraph 3.2 and confirm if they remain appropriate or suggest any changes; and
 - iii. note that a new quarterly performance report will be created, however as a number of the indicators are NEW, processes will need to be put in place to enable capture of the data if it is not already recorded. This work will begin in Quarter 3 and as more indicators are developed, they will continue to be added into the report.
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1. INTRODUCTION

1.1 The Strategic Planning and Performance Assurance Framework adopted by the Senior Leadership Team provides a consistent, streamlined and joined-up approach to all performance activity throughout the organisation.

1.2 The framework describes the relationship between setting the purpose and commitments, developing strategies, business plans and performance indicators which allow progress to be monitored. The strategies, devised by the Senior Leadership Team, contain the high level action plans that span a number of years and the relevant performance indicators are defined to enable the monitoring and achievement of the strategies.

1.3 The strategic planning and performance assurance framework introduced three categories of performance indicators.

- Strategic measures (Tier 1) – high level outcome measures that provide a strong indication of organisational performance directly aligned to the delivery of the Purpose and Commitments. These measures are mainly derived from national indicators that enable the Service to benchmark its performance against other Fire and Rescue Services. These strategic measures are agreed by the Senior Leadership Team and the Scrutiny & Audit Panel and reported in the corporate performance reports, the annual performance outcome report and the Service benchmarking reports.
- Service Measures (Tier 2) - input, output and outcome measures of Service objectives and some day to day activity. Each department shall determine these 'operational' measures. These might be informed by government requirements or may focus on service delivery and internal services provided between teams/departments/functions.
- Local measures (Tier 3) input and output measures used in day to day management of staff and functions.

2. MAIN ISSUES

2.1 Meetings were held with Assistant Directors to agree a revised set of measures to be reported at the Senior Leadership Team and the Scrutiny & Audit Panel. The revised set was considered at the Senior Leadership Team in June. Appendix 1 contains the result of this work with the measures listed under each Commitment and whether or not the measures will be amended, whether or not it is a NEW measure to be introduced. Table 1 below contains a summary of the changes.

2.2

Table 1 – Summary of changes	
Commitment - delivering high performing services	
Amended	The total number of incidents attended has been amended to the total number of incidents attended <i>excluding assist other agencies</i>
NEW	Total number of assist other agencies
DELETE	Number of Protection engagement events
DELETE	Number of attendees at Protection engagement events
DELETE	% of accidental dwelling fires confined to room of origin
NEW	People killed or seriously injured (KSI) in road traffic accidents in Fire Authority's area
NEW	No of Road Traffic Collisions (RTCs) attended for the period
NEW	Percentage of calls answered within 10 seconds
NEW	Percentage of mobilisations within 2 minutes
Commitment - Educating our communities	
NEW	The percentage of fire safety inspections in which the inspector found a deficiency in the fire safety arrangements of that premises
NEW	The percentage of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005 each financial year.
NEW	% Fire Safety Checks that met the target
Commitment - safe and valued workforce	
NEW	% of Very high Site Specific Risk Information that are currently in date
NEW	Number of Unwanted Fire Signals attendances within policy (medium and high risk commercial and domestic)
NEW	Number of challenged Unwanted Fire Signals
Commitment – effective use of resources	
NEW	Percentage of time 18 appliances available as per the Operational Resilience Plan
NEW	Domestic dwelling respondents satisfied with the overall service from ESFRS
NEW	Commercial/Business respondents satisfied with the overall service from ESFRS
NEW	Commercial/Business respondents satisfied with the services with regards to Fire Safety Audits by ESFRS
NEW	Home Safety visit respondents satisfied with the services with regards to HSV by ESFRS
NEW	Cost of Fire Service per Head of Population (Information Only)

2.3

As part of developing performance measures within the Service, considerable effort has been undertaken by managers to set targets and tolerances to be able to show a direction of travel against the measures. The Strategic Planning and Performance Assurance Framework contains overarching guidance as to the tolerances that should be adopted as follows.

To avoid expressing desired results which are unachievable, uncontrollable or impractical, targets will be applied with care and consideration. Achievement of targets will be monitored within the following parameters. This will be the basis of the exception reporting that will be required. The suggested parameters are:

- *Target exceeded by more than 10%*
- *Target met or exceeded by up to 10%*
- *Target missed by up to 10%*
- *Target missed by more than 10%*
- *Not applicable or data accuracy issues affecting confidence in reporting*

2.4 Appendix 1 – proposed Strategic Tier 1 measures contains those tolerances. It should be noted that where there are new or amended indicators and no targets available, they will be set once formal adoption is approved.

3. PERFORMANCE PRIORITY AREAS

3.1 As part of the work to refresh the Strategic Tier 1 measures a priority area, ‘confining fires to the room of origin’, is proposed to be deleted. The Panel are asked to review the remaining 6 performance priority areas and confirm if they remain appropriate or suggest any changes.

3.2 The current Fire Authority priorities, as agreed by the Scrutiny & Audit Panel, are listed below:

1. Reducing accidental dwelling fires
2. ~~Confining the fire to the room of origin (proposed to be deleted)~~
3. Reducing attendances at false alarm calls
4. Increasing the number of home safety visits to vulnerable members of our community
5. Reducing sickness
6. Increasing inspections in high risk premises
7. Numbers of home safety visits

4. SERVICE MEASURES TIER 2

4.1 Appendix 2 contains a list of Tier 2 service measures. They have been included in the report to give the Panel an opportunity to consider any Tier 2 measures it wishes to be reported as Tier 1.

4.2 The next step will be to create a revised performance report that will contain the revised Tier 1 measures. However, as a number of the indicators are NEW, processes will need to be put in place to enable capture of the data if it is not already recorded. This work will begin in quarter 3. Work on a new report format has begun and an example of how it may look is provided at Appendix 3. The intention is that a high level ‘at a glance summary’ will be provided based on where the measures are performing against the tolerances set. The Priority areas will be reported in greater depth, along with measures that are not meeting the agreed tolerance.