



Annual Performance Report

2010-2011

Performance and Information

ANNUAL PERFORMANCE REPORT 2010 – 2011

ABOUT THIS DOCUMENT

This document sets out the performance of Hereford & Worcester Fire and Rescue Service from April 2010 to March 2011.

The information about our performance is organised according to the four strategic aims and objectives agreed as part of our Authority Plan for 2010-2011. Under each of these there is a description of the main highlights of performance together with maps and charts. Each one has a table which gives the complete set of indicators and measures so that you can see our performance in 2010-2011 against targets and whether or not targets have been met.

Our overall objectives for 2010-2011 were set out in:

- The Integrated Risk Management Plan (IRMP) 2009-2012
- The Authority Plan 2010-2011

These documents are available on our website at <http://www.hwfire.org.uk>.

You can also get a copy by calling the Performance and Information Department on 0845 12 24454 or emailing info@hwfire.org.uk.

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Key to Maps: - darker colours indicate higher numbers)

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HOW WE HAVE PERFORMED IN 2010-2011

OUTCOMES

Below are the highlights of the initiatives that the Authority completed last year:

Community

- A joint outline business proposal for the formation of a shared resilient control room infrastructure has been developed with Shropshire Fire and Rescue Service (SFRS) and approved by both Authorities. This paves the way for possible closer future collaboration between the two organisations. Implementation would lead to provision of a consistent and efficient mobilising service across West Mercia with potential benefits including improved service resilience and capacity, achieving economies of scale and greater operational effectiveness.
- We initially piloted and subsequently rolled out a volunteer programme across the two counties. There are now 36 volunteers supporting community safety initiatives and providing role-playing capability in operational training exercises.
- We developed local strategies/campaigns for community safety advice targeted at high risk areas and vulnerable people within the community and delivered increased numbers of Home Fire Safety Checks (HFSCs) including the installation of smoke alarms.

People

- Our operational crews have been provided with and trained in the use of the best breathing apparatus on the market. This new equipment enables the air capacity within every breathing cylinder to be monitored continuously from outside of an incident thereby significantly improving firefighter safety and effectiveness.
- Firefighters are now wearing new state-of-the-art lightweight protective clothing which can withstand temperatures reaching hundreds of degrees Centigrade which makes them safer.
- We invested a lot of time and effort into increasing support to our 'on call' firefighters. This included the introduction of an electronic system to record availability of appliances and personnel across the Service. 'On call' firefighters can now manage their availability and work life balance much more flexibly and easily through access by internet, mobile

phone or station computer when compared with the previous paper based system. This was combined with a number of additional improvements designed to enhance the effectiveness and efficiency of the 'on call' system.

Organisational Development

- On 1st January 2011, the number of Assistant Chief Fire Officers was reduced by one in order to move to a leaner senior structure. Each of the three remaining Directors has been asked to review all of their departments with a view to becoming more efficient and identifying potential savings, some of which have already been realised.
- A replacement Environmental Protection Unit was delivered for operational use at Stourport.
- In support of our continuous improvement in service delivery, operational staff were provided with enhanced operational intelligence on high risk premises; a Service-wide internal audit process was implemented to ensure compliance with relevant Health & Safety and training policies and instructions; and a programme of Service-wide District exercises reflecting high priority Service needs was delivered to ensure delivery of an effective and competent level of intervention and response at incidents.

Finance and Resources

- The new fire station at Pebworth became fully operational on 11th March 2011. These premises remove the flooding problems suffered by the old location, provide training facilities and offer improved health and safety and equality and diversity arrangements.
- Our vehicle fleet was improved with the replacement of six old fire appliances with up-to-date modern vehicles. These were stationed at Worcester, Tenbury, Bromyard, Ross, Droitwich and Malvern.
- The FRA Policy and Resources Committee approved indicative budget allocations to meet building needs that will enable the Service to proceed with land acquisition, building refurbishment or replacement for identified priority Fire Stations over the next 5 years. They have also agreed finance for four strategically placed hot fire training facilities across our two counties which will provide a controlled and safe working environment in which to train operational crews in correct gas cooling and firefighting techniques. At these facilities, crews are exposed to realistic fire behaviour conditions that include real fire, hot gases and products of combustion.

EXTERNAL AUDITS

HWFRS prides itself on being a learning organisation, with a positive attitude towards continuous improvement. We value innovation and recognise the value of training and learning. We encourage creative thinking and welcome constructive challenge.

Audit Commission Annual Audit Letter 2009/10

In their annual audit letter to the FRA the Audit Commission reported that the Authority continued to focus on delivering good value services in line with its plans and priorities. The Authority reported its best annual performance in terms of the lowest total number of incidents together with delivering a number of five year performance records in key areas. It also reported a further reduction in 2009-2010 in the number of accidental fire related deaths and non-fatal injuries in the home compared to the previous year.

Operational Assurance of the Management of Health and Safety

This internal audit was based around the national Health and Safety Executive Consolidated Report. Its objective was to ensure that we have processes in place to ensure our operational staff have proper and adequate training and systems in place to provide for their own and others' safety.

The final report contained 35 recommendations, the main ones covering breathing apparatus, training, risk information and operational command, which were accepted in their entirety by the Senior Management Board (SMB).

An action plan has been agreed with each recommendation being championed by a Principal Officer and this will be used to inform the future of Health and Safety within HWFRS.

Quality Management System for the Provision of Training

The Training and Development Centre has again passed the British Standards Institute (BSI) ISO 9001:2008 inspection for the provision of training to both the Fire Service and commercial sectors. This demonstrates our ongoing commitment to continuous improvement.

PERFORMANCE IN 2010-2011

The boxes below show how we performed against our key targets. Where they have been met they are coded green and where the target was missed, coded amber or red. The arrows show where performance is under or over target.

▲	P2 (IRMP 4)-Number of injuries from accidental dwelling fires/100,000 population
	5.98 (44); over target of 3.7 (27); up by 63%

▼	P3 (IRMP 1)-Primary fires/10,000 population
	16.15 (1188); under target of 16.68 (1227); down by 39 (-3%)

▲	P4-Accidental dwelling fires/10,000 dwellings
	12.17 (384); just over target of 11.96 (377); up by 7 (+2%)

▲	S49 (IRMP 5)-Number of Home Fire Safety Checks (HFSCs) undertaken
	3060; over target of 2700; up by 360 (+13%)

▲	P9 (IRMP 6)-Percentage of fires attended where no smoke alarm fitted
	27.83% (118/424); over target of 21.05%; up by 7%

▼	P17 (IRMP 14)-Malicious calls attended as a percentage of all malicious calls
	37.44% (76/203); under target of 45%; down by 8%

▼	P18 (IRMP 15)-False Alarms caused by automatic fire detection equipment/ 1000 non-domestic properties
	69.81 (1776); under target of 72 (1832); down by 56 (-3%)

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▼	P21-Percentage of accidental fires in dwellings confined to the room of origin 91.58% (348/380); just under target of 92%; down by 0.42%
▼	P12&13 (IRMP 9)-Deliberate primary fires including vehicles/10,000 population 3.68 (271); under target of 3.95 (291); down by 20 (-7%)
▼	P22 (IRMP 11)-Attendance Standards – Fires in Buildings – Percentage of 1st Appliance in 10 minutes 70.29% (537/764); under target of 75%; down by 4.71%
▲	P32-Working shifts lost to Wholetime uniformed staff sickness absence per head 6.91 (2356/341); over target of 6.5 (2217/341); up by 139 (+6%)
▼	P33-Working days lost to all staff sickness absence per head 6.97 (3272/469); under target of 7.0 (3283/469); down by 11 (-0.3%)
▼	S47-Percentage of uniformed staff from ethnic communities 2.2% (14/640); under target of 4.1%; down by 1.9%
▲	P51-Percentage of top 5% of earners that are women 3.13% (1/32); over target of 3.03%; up by 0.1%
▼	P34-Percentage of invoices paid within 30 days 97.33% (6744/6929); just under target of 98%; down by 0.7%

IRMP PERFORMANCE

The Integrated Risk Management Plan (IRMP) 2009-2012 sets out a broad set of strategic objectives and targets for Service improvement to be delivered over the three-year period of the plan.

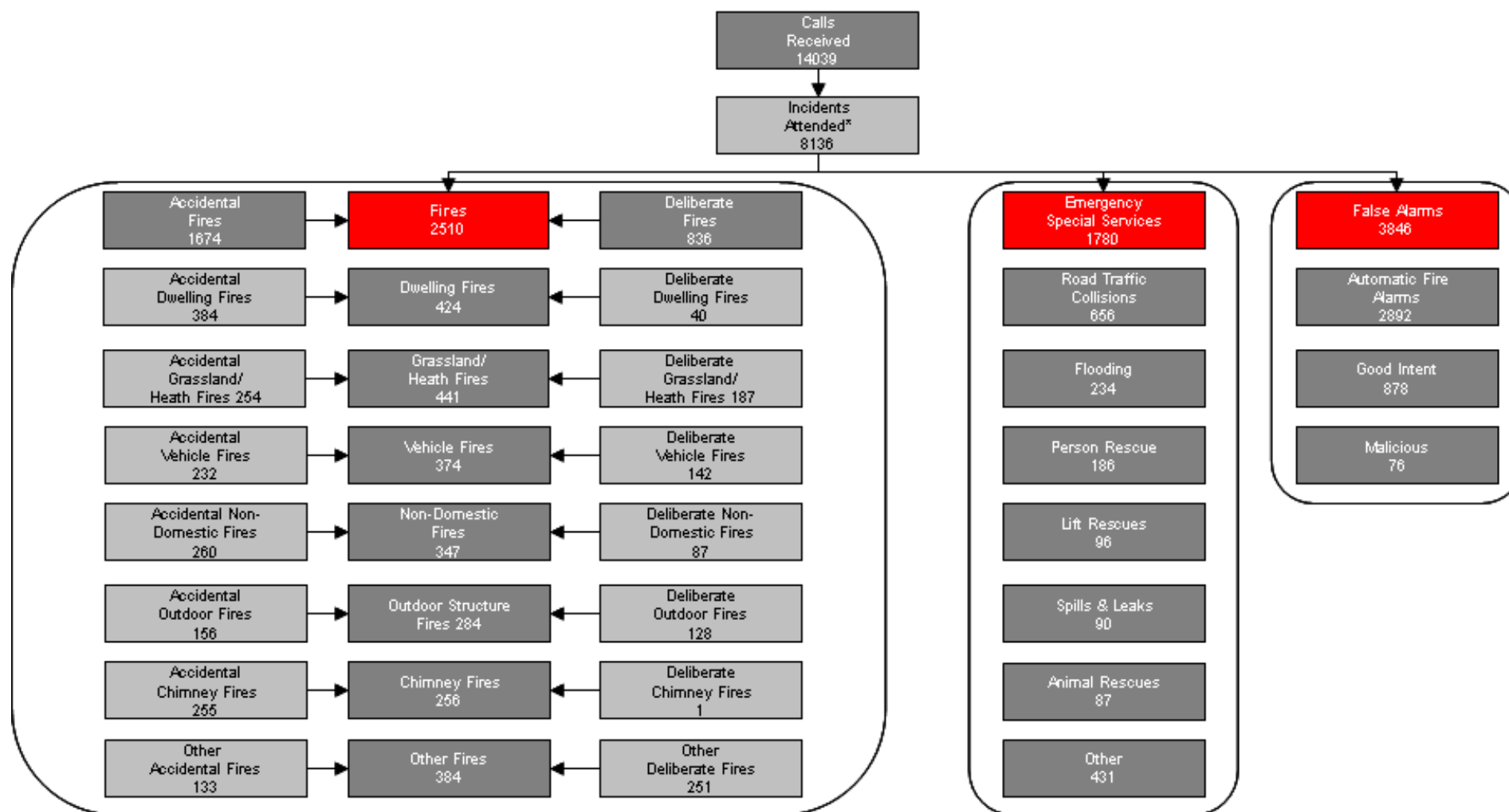
Several of the IRMP areas are already highlighted above. Please see below for additional measures.

▼	IRMP 7-Number of Killed or Serious Injuries (KSI's) on our roads in Worcestershire 131; under target of 283; down by 152 (-54%)
▼	IRMP 8-Number of Killed or Serious Injuries (KSI's) on our roads in Herefordshire 61; under target of 108; down by 47 (-44%)
▼	IRMP 10 (P5)-Number of fires in non-domestic premises per 1000 non-domestic premises 7.74 (197); under target of 8.66 (220); down by 23 (-10%)

For further information/full statistics, please see Appendix 2 – Tables of Indicators and Service Measures.

Hereford & Worcester Fire and Rescue Service

Statistical Breakdown of 2010-2011 Incidents



(*Incidents attended within Hereford and Worcester only - the Service also attends incidents in other FRS areas)

Hereford & Worcester Fire and Rescue Service

Breakdown of 2010-2011 Incidents

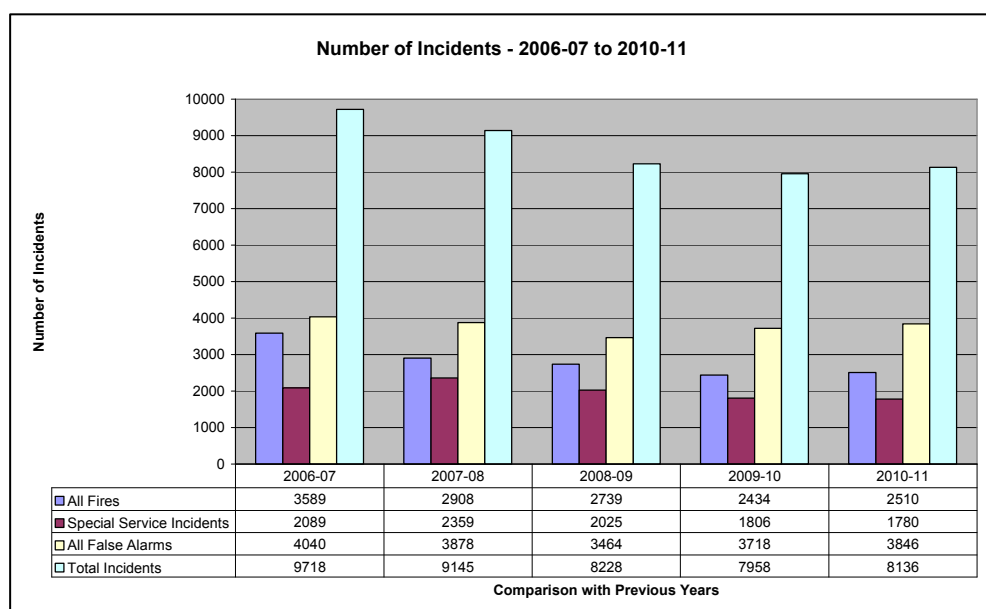
Please see below a table of our incident totals by station over the past four years. Incidents are classed by which station ground the incidents occurred in not which station attended the incident.

Key: W=Wholetime - Shift / D=Wholetime - Day Crewed / R=Retained

Station Name / Area	Type W/D/R	Total Attended Incidents					Incidents mobilised to other HWFRS station grounds 2010-2011
		2006 - 2007	2007 - 2008	2008 - 2009	2009 - 2010	2010 - 2011	
Worcester	W	1656	1610	1424	1325	1520	308
Stourport	R	381	342	311	267	271	119
Bewdley	R	152	144	130	114	146	82
Kidderminster	W	1057	953	990	904	861	221
Bromsgrove	W	836	794	748	685	612	189
Droitwich	D	553	479	418	458	460	214
Redditch	W	1462	1288	1118	1096	1100	70
Evesham	D	456	452	411	380	413	157
Pebworth	R	46	42	35	29	21	20
Broadway	R	64	72	57	54	61	31
Pershore	R	190	212	158	157	155	51
Upton	R	174	186	109	121	122	44
Malvern	D	515	421	397	411	412	136
Ledbury	R	190	211	163	167	162	29
Fownhope	R	24	31	27	32	26	27
Ross on Wye	R	206	178	171	180	179	71
Whitchurch	R	70	77	75	82	76	33
Hereford	W	1017	933	920	931	961	105
Ewyas Harold	R	33	30	35	34	32	16
Eardisley	R	46	48	42	47	51	21
Kington	R	39	40	38	37	26	27
Leintwardine	R	26	28	29	28	30	8
Kingsland	R	62	55	45	56	58	41
Leominster	R	223	189	143	146	176	42
Tenbury Wells	R	63	138	82	50	47	25
Bromyard	R	120	145	110	127	123	13
Peterchurch	R	57	47	42	40	35	53
Total		9718	9145	8228	7958	8136	2153

The graph illustrates that although there has been an increase year on year in total activity, 2010-2011 continues the downward improvement in performance over the last five years:

Figure 1: Incidents Attended



Hereford & Worcester Fire and Rescue Service

Summary of 2010-2011 Incidents

The Service attended a total of 8136 incidents in Hereford and Worcester in 2010-2011. The incidents were 2510 fires, 1780 special services and 3846 false alarms and these figures form the basis of our operational performance indicators.

...2010-2011 saw a 16% reduction in all incidents from 2006-2007 in Hereford and Worcester

In terms of activity in 2010-2011, Fire Control received 14039 calls in total throughout the year.

...2010-2011 saw a 3% increase in calls received from 2009-2010 in Hereford and Worcester

Part of this increase is due to the exceptionally cold weather in December/January this year. Fire Control took 623 calls in the period 19th December to 31st December 2010 compared with 395 in the same period in December 2009. During that period 19 - 31 December the Service responded to 463 incidents compared with 275 and 264 during the same period in 2009 and 2008 respectively.

In total for the year 3064 calls out of the 14,039 calls or 22.8% of all calls were regarding incidents already in the system. These duplicate calls have to be responded to by Fire Control like any other call. Duplicate calls occur mostly on highly visible incidents such as RTCs on the motorway or large building fires.

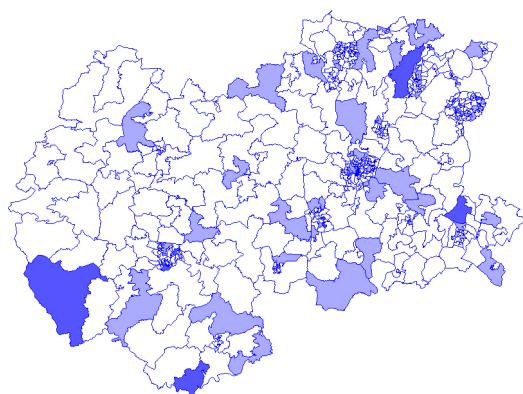
Major incidents attended by the Service in 2010-2011 include:

- A Fire at Malvern College on 10th April 2010. The fire took hold of one of the accommodation blocks and was attended by 11 fire appliances including the Aerial Ladder Platform from Worcester Fire Station and the Environmental Protection Unit from Stourport Fire Station.
- A Fire at Hard Anodising Factory Kidderminster on 23rd August 2010. This was a fire involving a number of vats and chemicals within the factory unit and was attended by 8 fire appliances from Hereford & Worcester as well as two from the West Midlands area. The Environmental Protection Unit (EPU)

from Evesham, the Command Support Unit (CSU) from Malvern and Urban Search and Rescue (USAR) also attended.

- The city centre fire in Hereford on 21st October 2010. This was a large fire in several shops in High Town involving three four-storey buildings, some with heritage importance. It was attended by twenty fire engines at the scene at the height of the fire, most of them from across Herefordshire, plus support from neighbouring Service areas.
- A gas explosion at a Christmas Tree Farm in Leigh Sinton on 18th December 2010. This was a fire following an explosion in an outbuilding and was attended by 10 appliances. Bulk foam was required to extinguish the fire which had spread to a number of cars and had resulted in the building collapsing. A worker at the farm was injured at the incident.

Map 1: Large Incidents (5 pumps or more)

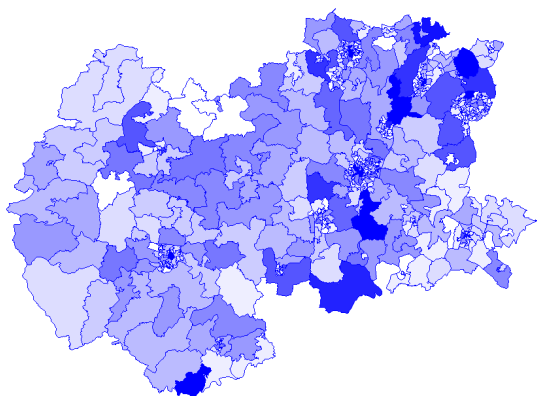


In terms of overall activity within the Hereford and Worcester area, the 8136 incidents attended in 2010-2011 represents an overall increase of 2.23% compared with 7958 incidents attended in 2009-2010.

Although there were a number of incidents regarding isolating power supplies and other flooding related issues brought on by the exceptionally cold weather in December and January, the overall number of non-fire related incidents classed as Special Services has reduced when compared with the previous year. The Service attended 1780 special service incidents in 2010-2011 compared with 1806 in 2009-2010, a decrease of 1.4%. The increase in activity has been in fires and false alarm incidents.

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Map 2: Special Services

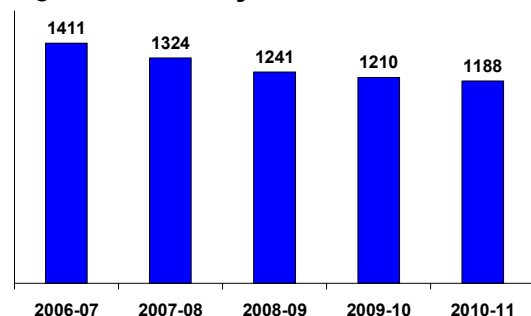


The Service attended 2510 fires in 2010-2011 compared with 2434 in 2009-2010, an increase of 3.12%. The long term trend however is downwards.

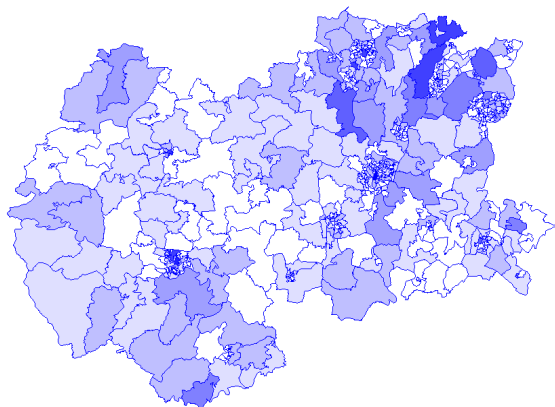
...2010-2011 saw a 30% reduction in all fires from 2006-2007 in Hereford and Worcester

Primary Fires are house or car fires, fires with casualties or fires attended by five or more appliances. We attended 1188 primary fires in 2010-2011, compared with 1210 primary fires in 2009-2010, a decrease of 1.8%.

Figure 2: Primary Fires

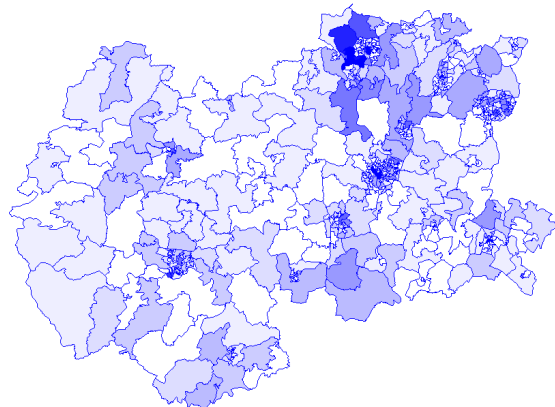


Map 3: Primary Fires



Secondary fires are smaller fires such as grass, heath land or rubbish fires. 1066 secondary fires were attended in 2010-2011 compared with 970 secondary fires in 2009-2010, an increase of 9.9%. The Service attended 256 chimney fires in 2010-2011 compared with 254 fires in 2009-10, an increase of 0.8%.

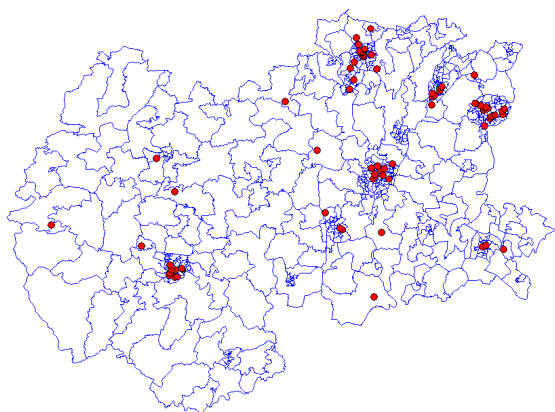
Map 4: Secondary Fires



In 2010-2011, the Service attended 3846 false alarms compared with 3718 false alarms incidents in 2009-2010, an increase of 3.4%.

False alarms include malicious alarms where on attendance there was no sign of fire, good intent where fire was suspected and automatic false alarms. We attended 878 good intent false alarms in 2010-2011 compared with 879 in 2009-2010, a slight decrease of 0.1%.

Map 5: Malicious False Alarms



The Service attended 76 malicious false alarms in 2010-2011 compared with 94 in 2009-2010, a decrease of 19.1%. The majority of false alarms however are automatic false alarms which have increased from 2745 in 2009-2010 to 2892 in 2010-2011, an increase of 5.3%.

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Information Requests

The Service collects and maintains information and data to enable the organisation to undertake our statutory duties and a large amount of information on the Service is already available in the public domain through our Publication Scheme. The public have the right to request information under the Freedom of Information Act 2000, which gives them a general right of access to recorded information held by the Service. The table below shows the number of data requests received in 2010-2011.

Requests	Received and completed
FOIA	221
DPA	10
EIR	1
Grand Total	232

(Table 3 –Freedom of Information Act (FOIA)/ Data Protection Act (DPA)/ Environmental Information Regulations (EIR) Requests 2010-2011

A large proportion of FOIA requests were concerning the provision of individual fire incident reports and the remainder were regarding all parts of the organisation including operational, establishment, welfare, equality and diversity and work wear issues.

OUR CORPORATE OBJECTIVES

What the Authority sought to achieve in 2010-2011

The main objectives that the Authority set out to achieve were:

Community

- **Reduce Risk in the Community**
 - from fire
 - on our roads
 - from the consequences of terrorism or natural disaster
 - from hazards in or around the water
 - in the home

People

- **Deliver the People Strategy**
- **Achieve Excellence in Equality and Diversity**
- **Improve Support to and Management of Retained Staff**
- **Further Improve Workforce Training and Development**

Business Process and Organisational Development

- **Ensure Operational Assurance of Service Delivery**
- **Enhance Organisational and Cultural Development**
- **Embed the Performance Management Framework**
- **Strengthen Business Continuity and Emergency Planning**
- **Consolidate Organisational Resilience**
- **Embrace Environmental Sustainability And Impact**

Finance and Resources

- **Provide Value for Money and Deliver Efficiency**

What has been achieved?

A summary of our progress against corporate objectives is provided on the following pages:

COMMUNITY

We will improve the safety of the community by targeting 'at risk' groups, improving the environment within which we live and by working and engaging with the people we serve.

OBJECTIVE 1: REDUCE RISK IN THE COMMUNITY

- from fire
- on our roads
- from the consequences of terrorism or natural disaster
- from hazards in or around water in the home

We work to reduce the risks in our communities by ensuring that we have effective prevention, response and partnership arrangements.

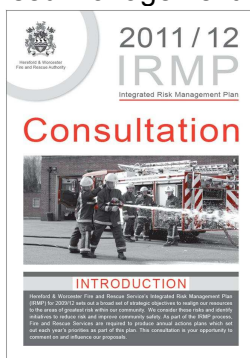
DELIVER THE 2009-2012 IRMP

The Authority's 2009-2012 IRMP was published on 1st April 2009. This set out a broad set of strategic objectives for Service improvement to be delivered over the 3 year period.

The IRMP evaluates risk to our communities from fire, dangers on our roads, consequences of terrorism or natural disasters. Each year we develop an Action Plan to deliver our strategy following a process of identifying existing and potential risks and an evaluation of our current arrangements.

Our Achievements in 2010-2011

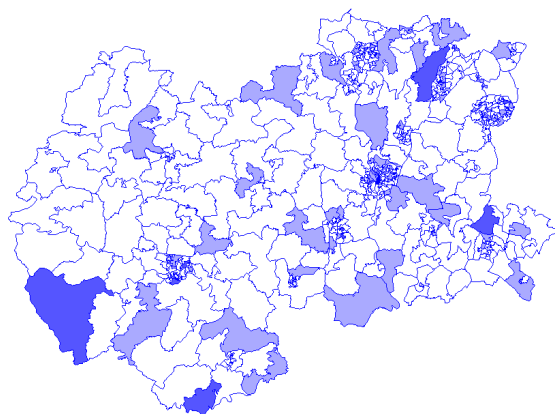
- We reviewed our revised management arrangements at our day crewed stations.
- The IRMP Action Plan 2011-2012 was consulted on during 2010 and approved by the FRA on 17th December 2010.
- All Districts delivered the Service-wide Local Risk Identification Process (L.R.I.P.).



IRMP Performance

We stated that we intended to reduce the number of primary fires by 10% averaged in 2009-2012 compared with the average recorded in the five year period to 31st March 2008. We are on track to do this based on 2010-2011 outturn figures. Achieving the 2011-2012 target would produce an improvement of 18% against the 10% commitment.

Map 6: Primary Fires Resulting in Injuries and Fatalities



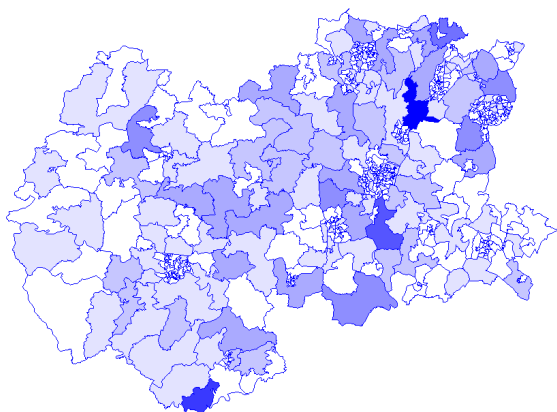
For Accidental Fire Related Deaths in the Home, the IRMP commitment is to achieve below 1.25 times the national average. We have achieved this objective in six out of the last seven years where national data is available and the IRMP achievement is on track. The national average has been fairly static over the past seven years of available data and would have to reduce dramatically in the future for us to not meet our commitment but we will continue to focus firmly on the existing actions and performance indicators that support reducing accidental fire related deaths in the home.

We stated that we intended to reduce the percentage of fires attended in buildings where no smoke alarm was fitted by 25% averaged in 2009-2012 compared with the average recorded in the three year period to 31st March 2008. We are on track to do this based on 2010-2011 outturn figures. Achieving the 2011-2012 target would produce an improvement of 50% against the 25% commitment.

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For the number Killed or Serious Injuries (KSIs) on our Roads in Worcestershire, the IRMP commitment is to reduce KSIs to a maximum of 283 by the end of 2010. KSIs were 276 in 2007, 249 in 2008, 190 in 2009 and 131 in 2010. The IRMP commitment has been achieved and exceeded.

Map 7: **RTCs**



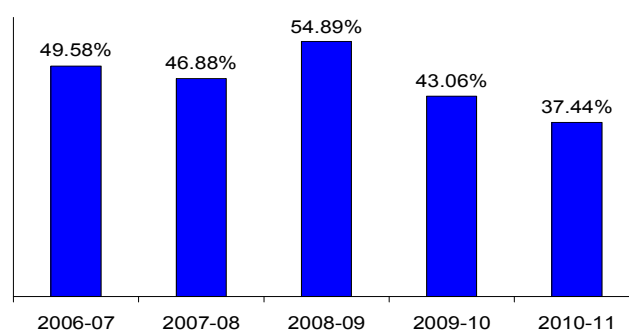
For the number Killed or Serious Injuries (KSIs) on our Roads in Herefordshire, the IRMP commitment is to reduce KSIs to a maximum of 108 by the end of 2010. KSIs were 133 in 2007, 93 in 2008, 105 in 2009 and 61 in 2010. The IRMP commitment has been achieved and exceeded.

We stated that we intended to achieve a 10% reduction in deliberate primary fires including vehicles by 31 March 2010 compared with the baseline year of 2001/02. This was taken from the commitment within the National Framework to nationally reduce the number of deliberate fires on this basis. The IRMP commitment was achieved and exceeded in 2009-2010 with an improvement of 70.69% against the 10% commitment and we have achieved a 7% reduction on the target set for 2010-2011.

For the Reduction in the Number of Fires in Non-Domestic Premises, the IRMP commitment is to reduce the number of fires to a maximum of 8.66/1,000 non-domestic premises averaged over the 3 year plan period. The 2010-2011 actual was 7.74 and the IRMP achievement is on track. Achieving the 2011-2012 target would produce an improvement of 18% against the 10% commitment but we will need to focus firmly on the existing actions and PIs that support reduction in the number of fires in non-domestic premises.

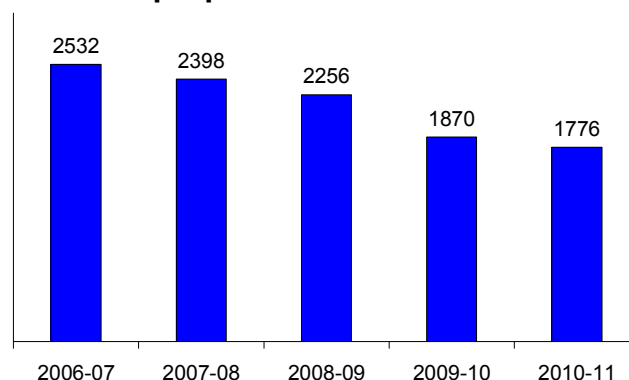
For the Reduction in the Number of Malicious Calls Attended, the IRMP commitment is to reduce the number of malicious calls attended to a maximum of 0.252/1,000 population averaged over the 3 year plan period. The 2010-2011 actual was 0.13 and the IRMP achievement is on track. Maintaining 2009-2010 performance in 2011-2012 would achieve an improvement of 56.36% against the 10% commitment.

Figure 3: **Malicious calls attended as a percentage of all malicious calls**



For the Reduction in the Number of False Alarms Caused by Automatic Fire Detection Equipment in Non-Domestic Properties, the IRMP commitment is to reduce the number to a maximum of 87.67/1,000 non-domestic properties averaged over the 3 year plan period. The 2010-2011 actual was 69.71 and the IRMP achievement is on track. Achieving the 2011-2012 target would produce an improvement of 31.33% against the 15% commitment.

Figure 4: **False Alarms caused by automatic fire detection equipment in non-domestic properties**



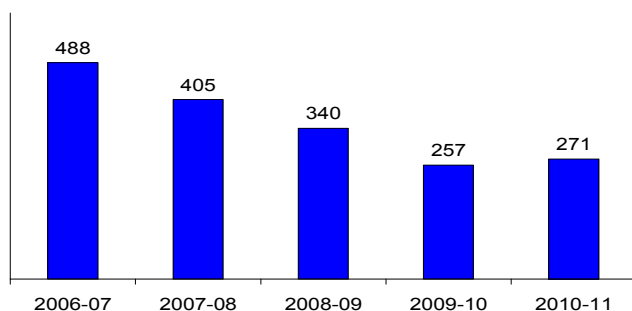
PREVENTION

We will work with our communities to prevent fires and other incidents through our Community Safety Strategy and community education measures, particularly with 'at risk' and hard to reach groups.

Our Achievements in 2010-2011

- We delivered targeted community safety advice/campaigns to vulnerable people within the community via locally developed station/cluster Community Fire Safety (CFS) strategies.
- The Volunteering project was rolled out Service-wide.

Figure 5: **Deliberate primary fires including vehicles**



Map 8: **Deliberate Fires**

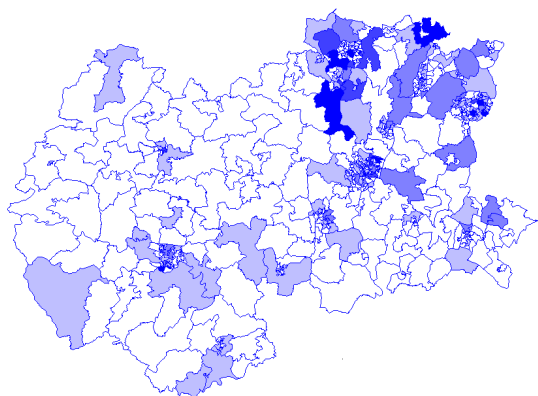
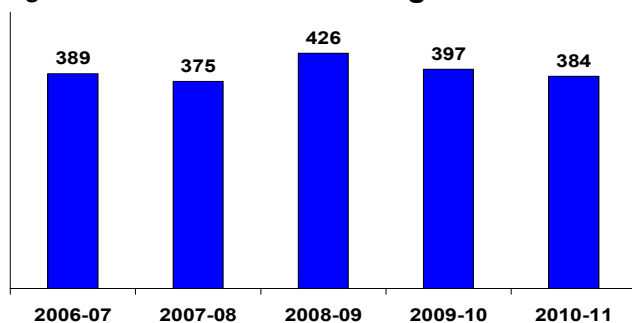
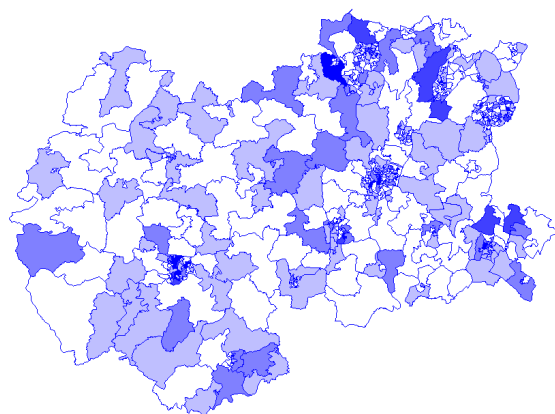


Figure 6: **Accidental Dwelling Fires**

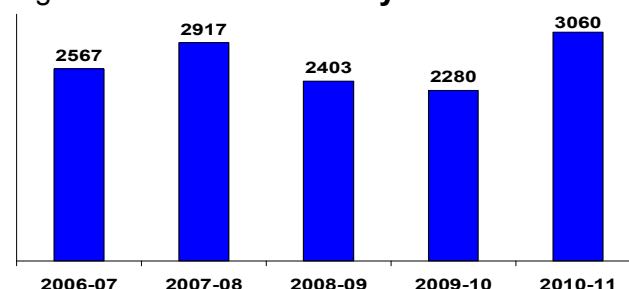


Map 9: **Accidental Dwelling Fires**



We set a target of 2,700 Home Fire Safety Checks (HFSCs) to be completed by Service personnel in 2010-2011 which we achieved (3060, +13% HFSCs and 34% above last year's figure). A key part of the HFSC scheme is the installation of smoke alarms when required which were targeted at high risk output areas.

Figure 7: **Home Fire Safety Checks**



Map 10: **Home Fire Safety Checks**

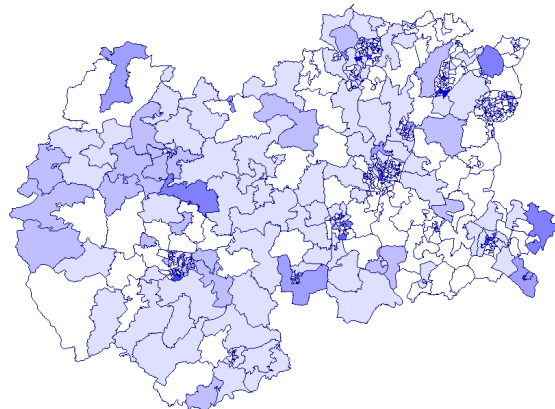
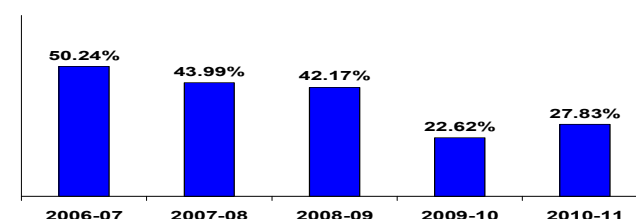


Figure 8: **Percentage of fires attended where no smoke alarm fitted**



Hereford & Worcester Fire and Rescue Service

PROTECTION

We will ensure that our public buildings and workplaces are protected from the risks of fire.

Our Achievements in 2010-2011

- The recommendations from the CFOA Guidance Note 4 on risk based audit programmes for non domestic premises have been introduced and implemented.
- A Technical Fire Safety (TFS) Management System containing a central reference resource for all TFS partnership protocols/agreements was developed and implemented.
- We introduced audit systems to assist TFS Station managers to assess staff effectiveness.
- We delivered Post Fire Audit (PFA) training to operational crews, monitoring impact and providing support.
- A TFS Complaints/Concerns Process with agreed performance indicator targets was developed and implemented.
- We completed a HR Strategy and succession planning for TFS Department.
- We designed, populated and implemented a TFS departmental Sharepoint site on the Service intranet.

EFFECTIVE RESPONSE/INTERVENTION

Our Operational Intervention department provides our crews with the necessary skills and equipment to provide an effective and efficient operational response whilst ensuring the safety of our crews and the community.

Our Achievements in 2010-2011


During this year, a number of policies were reviewed and updated such as:

- Water Rescue Documentation - reviewed and reissued to ensure safe systems of work for all staff involved in water rescue activity.
- Fighting Fires in Buildings Policy - revised and issued taking account of the recommendations from the Operational Assessment of Service Delivery (OASD) report.

Also:

- All Districts delivered an annual programme of Team Development Reviews (TDRs).
- All Districts delivered a programme of Service-wide District exercises in line with agreed protocols which reflect high priority Service need.
- We procured 6 new pumping appliances.

Welcome to the Technical Fire Safety Sharepoint Site!



Mike Cunningham, Group Commander.
Head of Technical Fire Safety

Free TFS Advice is available on www.hwfire.org.uk or by calling

0800 032 1155

Background Information

The aim of the **Technical Fire Safety** department is to "**advise, educate and enforce**".

The legislation that is enforced is the **Regulatory Reform (Fire Safety) Order 2005**, which applies to most premises other than single private dwellings.

Mike Cunningham, Group Manager, heads up the Department at SHQ Worcester. The three TFS Offices are geographically located one in each of the Districts.

RESPONDER SAFETY

Our Achievements in 2010-2011

- We raised the level of Health and Safety competence within the Service.

Respiratory Protective Equipment (RPE)

During December 2010, the Service introduced the Draeger RPE. The Draeger PSS 7000 has been procured using the FireBuy Framework in collaboration with other Regional Fire and Rescue Services and was the first to be undertaken nationally. The Draeger PSS 7000 provides firefighters with a BA set that is technologically advanced to ensure that their safety is maintained under the most arduous of conditions.



Integrated Clothing Project (ICP)

HWFRS ended 2010-2011 with the total provision of Station work wear and firefighting Personal Protective Equipment (PPE) in place. This project represents a significant step forward in the provision of clothing which is comfortable, durable and fulfils the needs of the Service by providing a strong corporate image, as well as everyday functionality.

Station work wear provides an innovative response to moisture and temperature management and complements the new PPE.



FIRE CONTROL – NEW SHARED RESILIENT CONTROL ROOM

A joint outline business case proposal for the formation of a shared resilient West Mercia control room infrastructure has been developed with Shropshire Fire and Rescue Service (SFRS) and approved by both Authorities. This paves the way for greater and closer collaboration between the two organisations leading to the harmonisation of many functions/procedures both direct and indirect to Fire Control and will lead to provision of a consistent and efficient mobilising service across West Mercia.

Potential benefits include improved service resilience and capacity; achieving economies of scale and greater operational effectiveness. New technology will improve Control Room efficiency in call handling, and advance the functionality and effectiveness of the Control Room function. For example, the use of Automatic Vehicle Location will mean that the nearest resource will be quickly identified and proposed, improving the emergency response and service we deliver to the public.

EFFECTIVE PARTNERSHIP ENGAGEMENT

We place a high value on partnership working, and are committed to working with partner organisations, with members of the local community, and with other stakeholders who have a shared interest in reducing risk, improving community safety and increasing overall community wellbeing.

We continue to work with partners who add value to our service, particularly where they help to:

- enable us to identify and target our community priorities
- improve and strengthen how we deliver our quality services
- achieve more efficient use of resources and provide value for money
- improve our overall performance

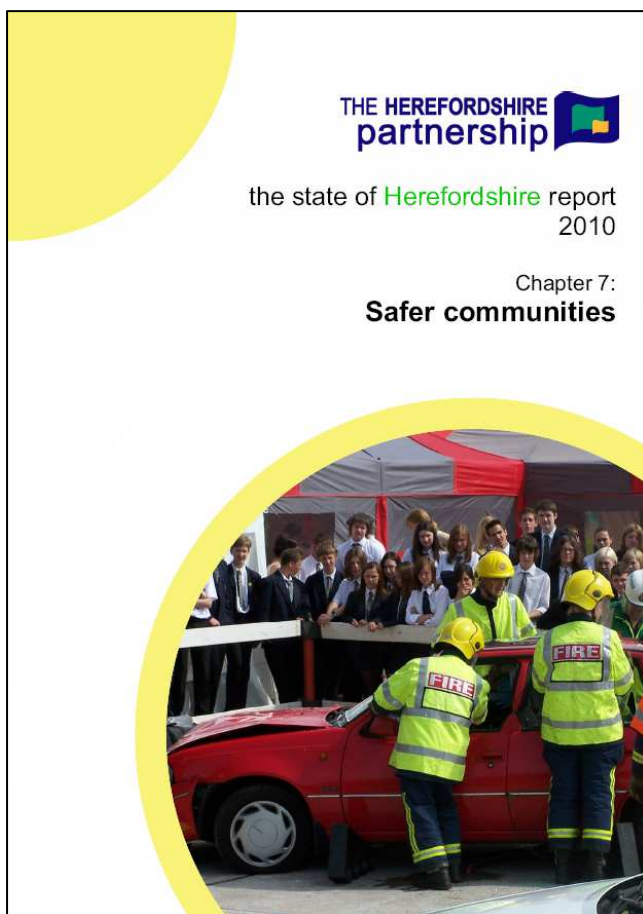
The Authority works in partnership at all levels; ranging from major multi-agency emergency planning across the two counties to targeted community safety initiatives in local neighbourhoods.

Key strategic partnerships we work with include:

- all eight Local Strategic Partnerships across the two counties.
- all five Community Safety Partnerships.
- Safer Roads Partnership in West Mercia.
- West Mercia Local Resilience Forum.

We are building on our achievements:

- We have established a Partnership Management Group to oversee and drive our partnership working. This group is led by the Deputy Chief Fire Officer, and has agreed terms of reference and a code of governance.
- A new Partnership Framework document has been drawn up which sets out why we work in partnerships and the structures and processes in place to support this work.
- The Chair and Vice-Chair of the Authority provide high level representation at the two key strategic partnerships - Herefordshire Partnership Board and Worcestershire Partnership Board.



PEOPLE

We will ensure the fair and equitable treatment of both our staff and the people we serve and promote the training and safety of all our personnel.

OBJECTIVE 2: DELIVER THE PEOPLE STRATEGY

Our Achievements in 2010-2011

- Although we were slightly above the target for working shifts lost to Wholetime uniformed staff sickness absence, we achieved a 25% reduction from 2005-2006 with the saving equivalent to 4.5 Wholetime firefighters or £160k.

Figure 9: **Working days lost to all staff sickness absence**

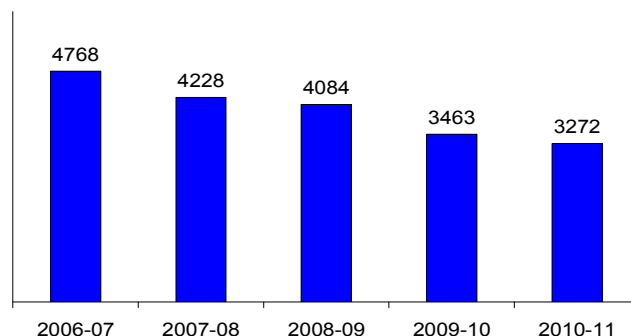
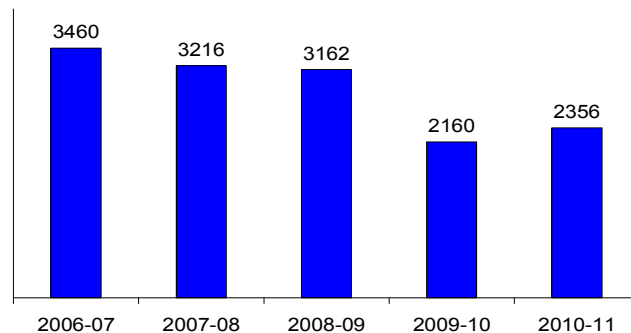


Figure 10: **Working shifts lost to Wholetime uniformed staff sickness absence**



HR Connect (HR Information System - HRIS)

Throughout 2010-2011, HR Connect was successfully embedded into the Service within time and budget. This computerised HR system allows for the timely provision of reports and evaluation of personnel information which benefits the Service in terms of managing people, identifying trends and introducing appropriate intervention measures. In addition, HRIS has helped to meet the needs of a modernised Fire Service by enabling day-to-day processes to be streamlined and automated allowing for real time information, as well as reducing the paper flow and speeding up communications across the Service.

OBJECTIVE 3: ACHIEVE EXCELLENCE IN EQUALITY AND DIVERSITY

Progress for this area is reported on an annual basis against our internal targets as experience has shown that the rate of change is small. It should also be noted that the requirements set out in the Department for Communities and Local Government (CLG) Equality and Diversity (E&D) Strategy 2008-2018 have been removed, however the Service recognise the importance of collating this data.

Our Achievements in 2010-2011

- Delivery of a Positive Action Plan in accordance with the Best Value Policy and Performance tool for measuring and challenging recruitment processes and the Service's Equality targets. We are currently undertaking a review of the E&D Steering Group which will incorporate a review of the function of positive action activities for the future.
- We delivered an E&D training programme (including Ethical Framework refresher training).

Figure 11: **Percentage of uniformed staff from ethnic communities**

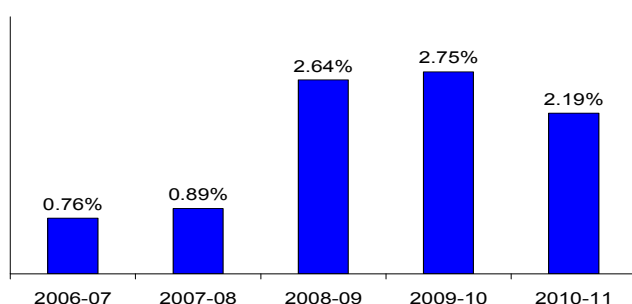
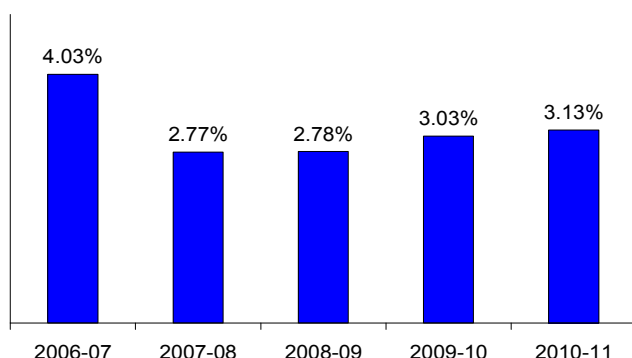


Figure 12: **Percentage of top 5% of earners that are women**



OBJECTIVE 4: IMPROVE SUPPORT TO AND MANAGEMENT OF RETAINED STAFF

We invested a lot of time and effort into increasing support to our 'on call' firefighters who make up over half our operational workforce. During 2010-2011, a restructure of West District allowed for the creation of an RDS Manager's position to oversee the RDS Year 1 Implementation Plan and to work with RDS colleagues and departments to assess the impact of new policies, procedures and processes. This also consisted of regular visits to each station/cluster to provide updates and to gain feedback and suggestions.

Our Achievements in 2010-2011

- New banded contracts have been negotiated and will be issued following the assimilation process which is linked to the implementation of the RDS Management policy.
- In support of the RDS implementation plan, a full equality and diversity impact assessment of the results of national fire-fighter selection tests has been conducted and communicated. This was to establish whether National Firefighter Selection Tests (NFFST) supports our diversity targets, RDS recruitment objectives and are fit for purpose.

Retained Electronic Availability and Pay Roll System

A bespoke computer based system designed by 'Gartan Technologies' for RDS availability and payroll management has been successfully integrated into the Service. Gartan is a pivotal tool that is linked to both Fire Stations and Fire Control which identifies individual, appliance and station availability patterns, where crewing thresholds are set and monitored.

Personnel can manage this process from their respective Stations and Control Staff can access the same data to assist them in deciding which stations to mobilise during an incident. Reports are available to analyse emerging availability patterns and provide Control (and Commanders) with a real time view of when an appliance is on or off the run, along with the available crewing levels. The system has the added benefit of automatically alerting the person and Control when their change causes a deficiency.

OBJECTIVE 5: FURTHER IMPROVE WORKFORCE TRAINING AND DEVELOPMENT

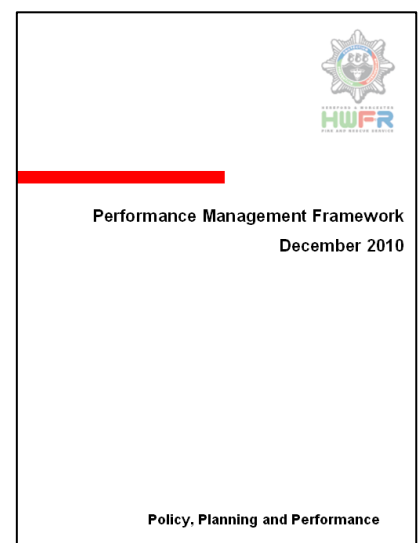
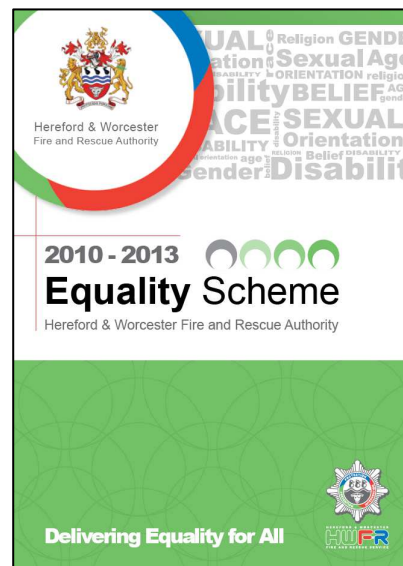
Our Training and Development Centre (T&DC) supports the implementation of the Service's IRMP by designing courses and providing training to ensure that operational staff possess the necessary skills to ensure an efficient operational response and safe systems of work.

Our Achievements in 2010-2011

- We developed Officers' training to support maintenance of Operational competency.
- We developed and delivered a training programme to ensure role relevant levels of competency in the new Draeger PSS 7000 BA Set and related equipment.
- We organised and delivered specialised Driver Training Courses to meet the requirements of the Service's Fleet Strategy Roll Out.
- A Training Delivery strategy (prospectus) was developed to discharge the organisational training needs of the Individual Performance and Development Review (IPDR) and Station Skills profile.
- Crew Manager-Watch Manager/Station Manager-Group Manager In Band Process – A repeatable process was introduced that will help deliver a fully competent workforce relevant to role, in support of the workforce development programme.
- Development Plans were reviewed for personnel in the development phase and consolidated including evaluation of the use of Institute of Fire Engineers (IFE) exams and alternatives.
- Six weekly local training was embedded with T&DC moving towards support of local instructors. A schedule was approved, resources allocated and arrangements reviewed.
- The Individual Development Record (IDR) requirements relating to water rescue and awareness were reviewed with subsequent training fully integrated into T&DC normal business within 6-weekly local training.

BUSINESS PROCESS AND ORGANISATIONAL DEVELOPMENT

We will develop and implement systems, procedures and structures to improve efficiency and effectiveness, mitigate risk, enable effective response to emergencies and to review, monitor and measure our performance.



OBJECTIVE 6: ENSURE OPERATIONAL ASSURANCE OF SERVICE DELIVERY

Our Achievements in 2010-2011

- A targeted review of operational capability for Health and Safety and Breathing Apparatus was undertaken with findings reviewed and appropriate actions taken.
- All Districts implemented a Service-wide Peer Review process to incorporate practical elements to underpin operational assurance.

OBJECTIVE 7: ENHANCE ORGANISATIONAL AND CULTURAL DEVELOPMENT

Our Achievements in 2010-2011

- We published a revised three year Single Equality Scheme.
- We implemented a development programme to improve the training of Members and also considered how the FRS can engage with Elected Members from constituent Authorities who are not Members of the FRA.
- We reviewed and revised our Media and Communications Strategy and explored and established new media and social marketing opportunities to enhance our Community Safety activity.

OBJECTIVE 8: EMBED THE PERFORMANCE MANAGEMENT FRAMEWORK

Our Achievements in 2010-2011

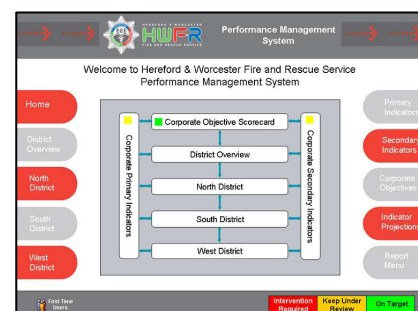
- We updated and ratified the Authority's governance arrangements.
- We identified performance management system development requirements and implemented improvements to meet organisational/user needs.
- We revised and refreshed our Performance Management Framework.

Performance Management System (CorVu)

We reviewed our suite of primary/secondary indicators that we measure ourselves against to reflect changing national/local priorities and external guidance from CIPFA/CFOA. On all of our indicators, where possible, stretch targets were set. The target setting process involved Performance and Information and the relevant departments working in collaboration, informed by previous years' data and trend forecasts. This, together with the increased visibility of our IT based performance management system, CorVu, has enhanced our performance culture.

Further training on CorVu took place with users to ensure the system is further embedded into the organisation. This has expanded our use of CorVu, including the monitoring of progress against Departmental, District and Station plans.

Where appropriate, peer analysis within Family Group 4 is also presented in our performance reports to assess Service performance against other Fire and Rescue Services. This group was originally formed from 'similar' Fire and Rescue Services based upon factors such as funding, population and fire calls. The overall aim of Family Group 4 is to encourage and share performance improvement between members.



Project Management

The Programme Management Support Office (PMSO) and Performance Management Framework have been designed to ensure that all projects are linked to either Corporate or Departmental Objectives and ensure that resources are focused on the strategic objectives of the organisation.

Our Project Management System aims to make processes and techniques more accessible and easier to use, without losing any of the core features. During 2010-2011, the Programme Management Support Office reviewed and evaluated our processes/procedures and updated the forms and in-house guidance.

OBJECTIVE 9: CONSOLIDATE ORGANISATIONAL RESILIENCE

Our Achievements in 2010-2011

- We strengthened and consolidated our Emergency Planning Response and Resilience via exercises such as Watermark.
- We developed and implemented a revised Service Policy and Instructions Strategy and Framework.
- We produced quality management processes for the management of data in the Knowledge Department.

OBJECTIVE 10: EMBRACE ENVIRONMENTAL SUSTAINABILITY AND IMPACT

Our Achievements in 2010-2011

- We delivered a replacement Environmental Protection Unit (EPU) on the run at Stourport.
- We introduced and disseminated Compressed Air Foam System (CAFS) to all North District stations and South/West District Command teams.

FINANCE AND RESOURCES

We will ensure the economic use of resources, meeting budgetary challenges and maximising funding opportunities in order to deliver value for money services.

What the service costs

	2010/11 Budget £m
Employees	23.8
Running costs	3.4
Fleet and equipment	1.8
Premises	1.8
Capital financing	2.0
Total	32.2

How the service is paid for

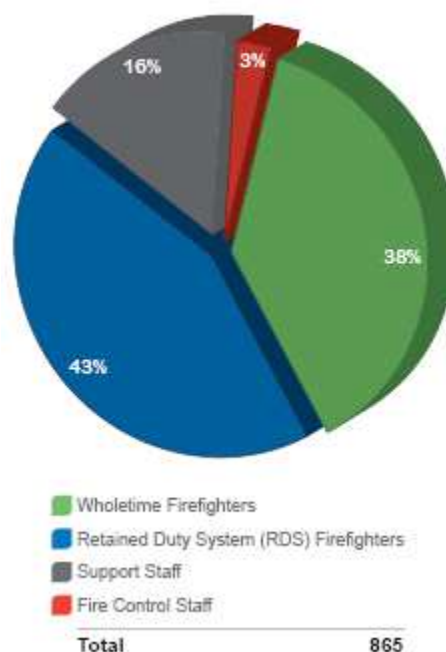
Council tax	19.9
National non-domestic rates	8.8
Revenue support grant	2.0
Other income	1.7
Total	32.2

Cost of the fire service to the average household in Worcestershire and Herefordshire (band D council tax) £73.64

In common with other public services, the fire service is facing major cuts in funding over the next four years which will result in major changes in the way the service is provided. It is likely therefore, that the cost of the service will reduce significantly over this period.

Summary of our workforce

(as at end of March 2011)



Hereford & Worcester Fire and Rescue Service

Summary of our resources

(as at end of March 2011)

- 27 fire stations
- 43 front line fire engines
- 15 specialist appliances plus all terrain vehicles and boats
- Training centre
- Fire service headquarters
- Mobilising Centre
- Urban Search and Rescue Centre

Capital investment

This table provides details of the authority's investment in major capital schemes such as major building works and purchase of fire appliances. Unlike revenue expenditure which is mostly funded through grant, this is funded through borrowing with only a small proportion funded through central government grants.

	2010/11 £m
Vehicles and equipment	2.2
Premises	0.4
ICT systems	0.3
Total	2.9

The Fire and Rescue Service along with all other public sector and local government organisations is currently subject to funding constraints. Over the next four financial years, our grant from government will reduce by 25% and when that fact is coupled with other unavoidable pressures in the Service (inflation, and essential investment in fleet and property) we may need to save around 12.5% of our budget, which is approximately £4m.

Considering the level of savings required we cannot promise that we won't reduce the number of firefighters we employ, it is almost inevitable. However, we can promise that the firefighters of the Service will have appropriate personal protective equipment, operational equipment and training - on these three things we do not compromise. We can also promise that the Authority will consider the impact of any savings or cuts on the communities we serve.

The Authority and our Officers will be examining every location and every aspect of the Service and in four years' time our Service may look significantly different to how it looks now.

OBJECTIVE 11: PROVIDE VALUE FOR MONEY AND DELIVER EFFICIENCY

The Authority remains committed to delivering high quality, efficient services to its local communities and continues to demonstrate an impressive track record. We have a legal duty to deliver quality services in the most cost effective

way using the resources that we have available. This means ensuring that we balance our budgets within the constraints of current and future funding mechanisms, whilst providing the best possible service.

Our Achievements in 2010-2011

- On 1st January 2011, the number of Assistant Chief Fire Officers was reduced by one in order to move to a slimmer senior structure. Each of the three remaining Directors has been asked to review their entire Directorate with a view to becoming more efficient and identifying potential savings.

STRENGTHEN FINANCIAL SYSTEMS

We will continue to develop and implement improved financial systems and procedures that will support the needs of the Service.

Our Achievements in 2010-2011

- We assessed counter fraud and corruption arrangements against good practice to strengthen systems, processes and training.
- We developed and implemented systems necessary for BACS payments.
- We moved the basis of the Authority's financial statements to International Financial Reporting Standards (IFRS).

STRENGTHEN REPORTING MECHANISMS TO DEMONSTRATE OUTCOMES AND VALUE FOR MONEY

The Authority will review its financial reporting mechanisms to improve focus on practical impact and value for money (VfM).

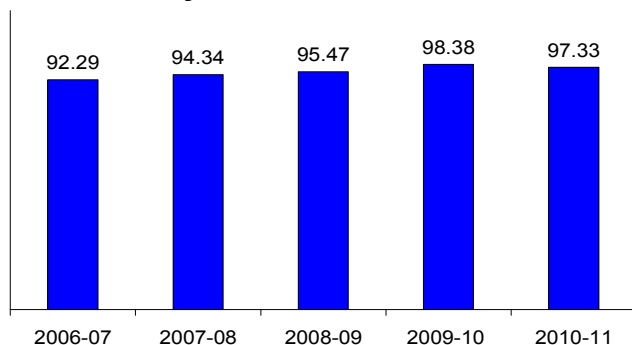
Our Achievements in 2010-2011

- We evaluated opportunities for benchmarking to improve VfM and now compare performance against other Fire Services from Family Group 4.
- We sought stakeholder's views using the Worcestershire Joint Citizens Panel (Viewpoint) to develop improved and better focused external reporting of the Authority's financial performance in an accessible and understandable format.

Hereford & Worcester Fire and Rescue Service

- We achieved 97% in our percentage of invoices paid within 30 days. Although this is slightly down on last year's figure of 98%, it is still above the previous three years figures (see below)

Figure 13: **Percentage of invoices paid within 30 days**



DELIVER THE ASSET MANAGEMENT PLAN

The Authority has in place a comprehensive Asset Management Plan from 2009 which provides strategic direction for improving and maintaining our buildings and facilities.

Our Asset Management Plan ensures the procurement and replacement in a timely manner of the necessary equipment and vehicles to maintain our operational performance and ensure the safety of the community and our staff whilst minimising the impact to the environment and addressing sustainability issues.

Our Achievements in 2010-2011

- During 2010-2011, we integrated new water vehicles and USAR support vehicles into the operational fleet.
- Operational Logistics completed a feasibility study into the introduction of a quality management process for its departmental functions.
- We ensured that the future ICT infrastructure meets the needs of the Fire Service by replacing key ICT hardware.

Pebworth Fire Station

With construction work, which began in June 2010, completed and all fixtures and fittings in place, Pebworth Fire Station became fully operational on 11th March 2011.

The successful relocation delivered to scope, time and budget. There was an official opening ceremony on 10th May 2011 performed by the Lord-Lieutenant of Worcestershire.

This was a high specification build project designed to meet the needs of the fire crews and the local community. Pebworth Fire Station has many benefits; it includes two appliance bays fitted with rapid response doors, a drill tower, a large retention pond for water collection, as well as a generous hard-standing area that can be used for both parking and training purposes. The new Fire Station is also fully compliant with disability requirements under the Equality Act 2010 and has a ground source heat pump and solar photovoltaic (PV) panels to help keep future energy consumption and costs to a minimum.



Business Cases for Fire Stations

A series of building condition surveys have been carried out to establish the condition of all Service buildings and to ascertain which Stations were the most suitable for renewal, in terms of cost and location. In respect of the findings, the following Fire Stations have been identified as a priority for replacement: Bromsgrove, Hereford, Redditch, Worcester and Malvern, over the subsequent 5 years. In addition, there is a need to provide four Strategic Training Facilities across Herefordshire and Worcestershire within the financial year 2011-2012. This is in line with the aim of improving training facilities to support the Operational Assurance review which recommended more realistic training scenarios for operational staff.

The 2009 Asset Management Plan met the FRA's desire to examine options to provide the future property requirements of the Service. To this end, approval was sought from the FRA Policy and Resources Committee on 24th March 2011 to gain agreement for indicative budget allocations that will enable the Service to proceed with land acquisition, building refurbishment or replacement.

Appendix 1 - TRAFFIC LIGHT KEY

GREEN	Project/objective on track to be delivered to time and budget. All milestones achievable. All required staff/resources available. Issues managed and will not affect progress.
AMBER	Project/objective at risk of not being delivered to time and budget. Milestones under threat. Resources missing/staff leaving – may impact delivery. Issues likely to impact progress (costs/timescales/quality).
RED	Project/objective will not be delivered to time and budget. Milestones no longer achievable. Critical resources missing causing delays. Issues will impact progress (costs/timescales/quality).

Appendix 2 – TABLES OF INDICATORS AND SERVICE MEASURES

The following pages contain tables of our 2010-2011 outturn Indicators and Service Measures organised according to the four strategic aims agreed as part of our Authority Plan for 2010-2011.

The tables detail our Primary Measures and are traffic lighted as above so that you can see our performance in 2010-2011 against targets and whether or not targets have been met.

Hereford & Worcester Fire and Rescue Service

TABLE 1 – COMMUNITY INDICATORS AND SERVICE MEASURES, 2010-2011

PRIMARY

PI Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of Year Projection	Year End Target
Fin Yr : 2011														
P1 - No. of deaths from accidental dwelling fires per 100,000 Popn	0	1	0	0	0	0	0	0	0	0	0	0	0.14 (1)	0.27
P2 - No. of injuries from accidental dwelling fires per 100,000 Popn	5	1	1	0	4	2	10	2	10	1	5	3	5.98 (44)	3.66996
P3 - No. of primary fires per 10,000 Popn	89	88	100	117	110	97	99	97	81	118	94	98	16.15 (1188)	16.68
P4 - No. of accidental fires in dwellings per 10,000 dwellings	22	32	25	28	33	26	27	32	38	47	42	32	12.17 (384)	11.9604
P5 - Fires in non-domestic premises per 1,000 non-domestic premises	17	11	12	18	15	18	18	20	11	21	15	21	7.74 (197)	8.388
P6 - Percentage of persons escaping from fires unharmed	10 / 20	19 / 29	11 / 17	25 / 26	46 / 57	19 / 22	15 / 27	8 / 14	17 / 29	55 / 57	48 / 59	29 / 40	76.07% (302)	82.5
P8 - Percentage of dwelling fires where a smoke alarm did not activate when expected to	7 / 24	3 / 33	3 / 31	5 / 29	7 / 39	3 / 28	1 / 32	4 / 37	6 / 39	8 / 52	7 / 45	3 / 35	13.44% (57)	15
P9 - Percentage of fires attended in dwellings where no smoke alarm was fitted	2 / 24	9 / 33	11 / 31	6 / 29	10 / 39	7 / 28	10 / 32	10 / 37	13 / 39	19 / 52	13 / 45	8 / 35	27.83% (118)	21.05
P11 - Percentage of persons making complaints satisfied with the handling of those complaints	2 / 2	2 / 2	0 / 0	0 / 1	0 / 1	1 / 1	0 / 0	2 / 5	0 / 1	0 / 0	1 / 1	1 / 2	56.25%	85

Hereford & Worcester Fire and Rescue Service

TABLE 2 – PEOPLE INDICATORS AND SERVICE MEASURES, 2010-2011

PRIMARY

PI Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of Year Projection	Year End Target
Fin Yr : 2011														
P48 - Percentage of women firefighters	34 / 621	35 / 629	35 / 627	35 / 623	35 / 626	35 / 621	36 / 624	36 / 621	36 / 622	36 / 623	34 / 623	34 / 618	5.60%	5.7
P49 - Level of the Equality Framework to which the Authority conforms	3	3	3	3	3	3	3	3	3	3	3	3	3.00	4
P51 - Percentage of top 5 per cent of earners that are women	1	1	1	1	1	1	1	1	1	1	1	1	3.13	3.03
P52 - Percentage of top 5 per cent of earners from black and minority ethnic communities	0	0	0	0	0	0	0	0	0	0	0	0	0.00	3.03
P53 - Percentage of top 5 per cent of earners that are disabled	2	2	2	1	0	0	0	0	0	0	0	0	0.00	6.06
P54 - Percentage of wholetime and retained employees meeting the Disability Discrimination Act 1995	12	12	12	10	9	8	8	8	8	8	8	8	1.29	1.69
P55 - Percentage of control and non-uniformed employees meeting the Disability Discrimination Act 1995	5	5	5	5	5	5	5	5	5	5	5	5	3.18	3.6
P58 - Ratio of employees (full time equivalents) to HR staff	775	782	781	777	778	772	774	771	773	774	771	763	104.00	107
P60 - Percentage of leavers in the last year as a percentage of average total staff	4	3	2	4	5	7	3	6	0	1	8	7	6.45% (50)	5
P142 - Percentage of Black and Minority Ethnic staff across the whole workforce representative of community	22	22	22	21	21	21	21	20	20	20	21	21	2.75	5

Hereford & Worcester Fire and Rescue Service

TABLE 3 – BUSINESS PROCESS AND ORGANISATIONAL DEVELOPMENT INDICATORS AND SERVICE MEASURES, 2010-2011
PRIMARY

PI Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of Year Projection	Year End Target
Fin Yr : 2011														
P12 - No. of deliberate primary fires excluding vehicles per 10,000 Popn	10	9	12	15	17	15	13	11	5	6	10	10	1.81 (133)	1.8192
P13 - No. of deliberate primary vehicle fires per 10,000 Popn	8	11	10	20	12	6	20	12	2	15	12	10	1.88 (138)	2.1504
P14 - No. of deliberate secondary fires excluding vehicles per 10,000 Popn	85	61	63	64	53	35	39	38	18	16	37	51	7.61 (560)	8.28
P15 - No. of deliberate secondary vehicle fires per 10,000 Popn	0	1	1	0	0	1	0	0	0	0	0	1	0.05 (4)	0.21
P16 - No. of malicious calls not attended as a % of all malicious calls	7 / 15	10 / 17	10 / 18	9 / 17	8 / 17	14 / 19	17 / 22	13 / 16	5 / 10	9 / 19	11 / 16	14 / 17	62.56% (127)	55
P17 - No. of malicious calls attended as a % of all malicious calls	8 / 15	7 / 17	8 / 18	8 / 17	9 / 17	5 / 19	5 / 22	3 / 16	5 / 10	10 / 19	5 / 16	3 / 17	37.44% (76)	45
P18 - No. of False Alarms caused by automatic fire detection equipment per 1,000 non-domestic properties	107	138	131	172	158	159	140	171	209	139	119	133	69.81 (1776)	72
P19 - No. of properties with > 1 attendance due to false alarms caused by automatic fire detection	13	27	24	38	33	26	29	28	39	23	17	20	317	339.9996
P20 - Percentage of false alarms calls caused by automatic fire detection to a non-domestic property with > 1 attendance	36 / 107	78 / 138	78 / 131	135 / 172	131 / 158	117 / 159	120 / 140	144 / 171	182 / 209	122 / 139	104 / 119	113 / 133	76.58%	68.44
P21 - Percentage of accidental fires in dwellings confined to the room of origin	18 / 22	32 / 32	23 / 25	24 / 27	31 / 33	24 / 26	27 / 27	30 / 32	32 / 37	41 / 47	41 / 42	25 / 30	91.58% (348)	92
P22 - Stds of fire cover - 1st Appliance 10 mins - Fires in building	39 / 56	40 / 53	43 / 53	49 / 69	54 / 74	33 / 55	37 / 59	45 / 66	40 / 59	56 / 80	45 / 68	56 / 72	70.29% (537)	75
P23 - Stds of fire cover - 1st Appliance 10 mins - RTC	31 / 43	21 / 57	22 / 58	33 / 57	26 / 56	26 / 58	30 / 55	28 / 72	23 / 58	35 / 79	22 / 51	20 / 44	46.08% (317)	75
P24 - Stds of fire cover - 2nd Appliance 5 mins - Fires in buildings	25 / 35	30 / 41	26 / 34	40 / 51	38 / 47	30 / 41	31 / 46	33 / 50	26 / 42	42 / 62	36 / 49	35 / 57	70.63% (392)	75
P25 - Stds of fire cover - Enhanced Rescue capability 20 mins	34 / 34	48 / 49	44 / 46	40 / 41	47 / 47	46 / 49	44 / 45	60 / 61	39 / 45	62 / 64	37 / 39	37 / 38	96.42% (538)	85
P26 - Stds of fire cover - firefighters (5 & 4)	103 / 103	77 / 78	81 / 82	95 / 95	101 / 104	91 / 95	106 / 109	99 / 102	113 / 121	113 / 116	102 / 105	105 / 110	97.21% (1186)	90
P27 - Total Number of malicious calls attended and unattended	15	17	18	17	17	19	22	16	10	19	16	17	203	315.996

Hereford & Worcester Fire and Rescue Service

TABLE 4 – FINANCE AND RESOURCES INDICATORS AND SERVICE MEASURES, 2010-2011

PRIMARY

PI Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of Year Projection	Year End Target
Fin Yr : 2011														
P32 - Working shifts lost to wholetime uniformed staff sickness absence per head	158	154	150	150	162	215	291	234	270	207	171	194	6.91 (2356)	6.4992
P33 - Working days lost to all staff sickness absence per head	230	215	240	226	251	287	354	327	397	281	223	241	6.97 (3272)	6.9996
P34 - Percentage of undisputed invoices paid within 30 days	424 / 431	574 / 584	535 / 547	731 / 745	552 / 576	557 / 567	440 / 449	576 / 590	551 / 558	533 / 589	525 / 541	746 / 752	97.33% (6744)	98
P37 - FIN Management Reporting indicator	12	12	12	12	12	12	12	12	12	11	12	12	11.70	8
P39 - Cost of providing support per workstation	481	481	481	481	481	481	481	481	481	481	481	481	481.00	450
P40 - Percentage of incidents resolved within agreed service levels.	130	174	200	178	180	170	157	138	119	181	144	122	98.40	90
P41 - User satisfaction indicator to be developed via ICT user group	4	4	4	4	4	4	4	4	4	4	4	4	3.94	3.9
P42 - ICT Management Practice indicator	8	8	8	8	8	8	8	8	8	8	8	8	8.00	8
P61 - Cost of Finance Function as a percentage of organisational running costs (expenditure)	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0		0
P62 - Percentage of variation between the forecast outturn at month 6 and the actual outturn at month 12	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0		0