

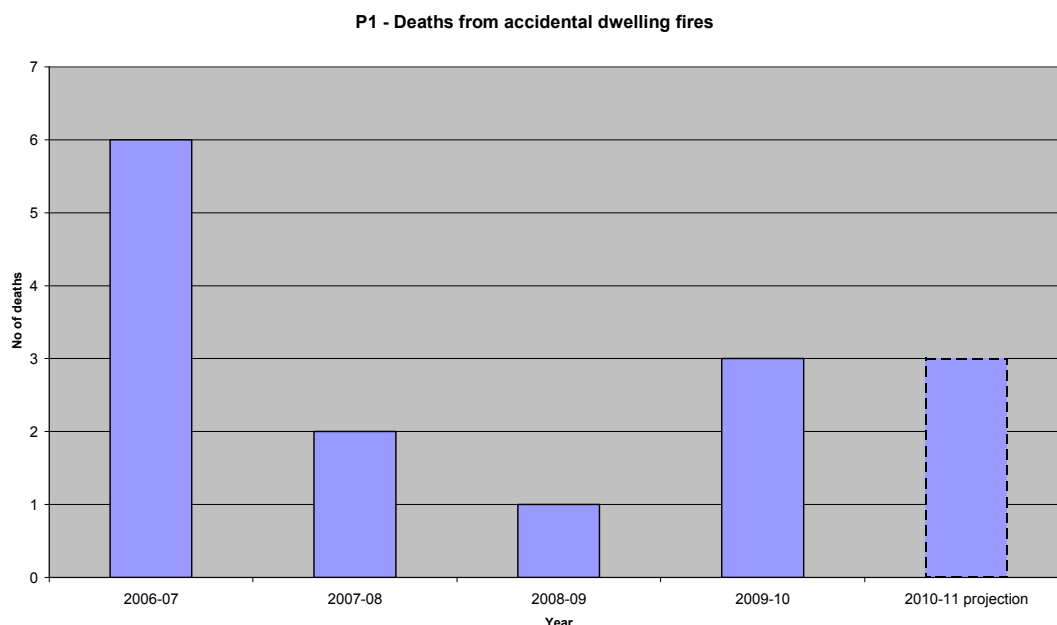
Authority Plan 2010-2011 2nd Quarter Analysis (Performance Indicators)

1. Strategic Direction: Community

- 1.1. *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.*

Deaths from accidental dwelling fires

- 1.2. So far there has been 1 fatality from an accidental dwelling fire during 2010-2011, this occurred during Quarter 1; however we are still cautiously forecasting that we may miss our end of year target of 2 fatalities.



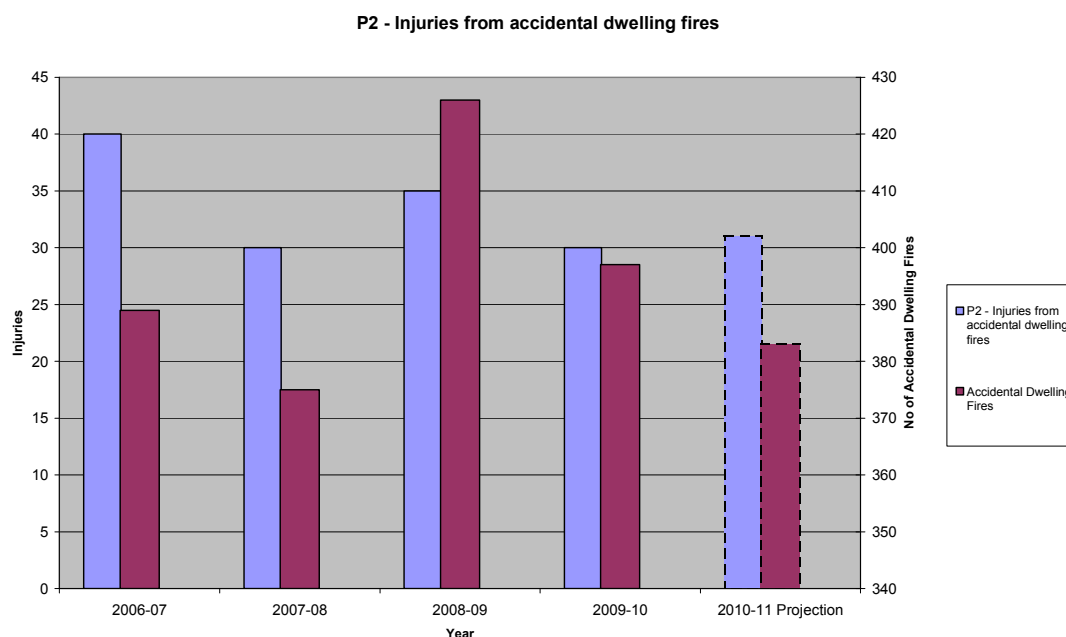
(Figure 1 – Deaths from accidental dwelling fires 2006-07 to 2010-11)

- 1.3. Every accidental fire death is subject to a detailed investigation looking at the precise circumstances, which helps in targeting at risk groups. It was reported at the end of the last Quarter that the approach to Community Fire Safety (CFS) within the Service has been strengthened with greater identification of at risk groups within level 2 of the Integrated Risk Management Plan (IRMP) evidence documents. These documents are being used to inform local CFS strategies in particular targeting of the Home Fire Safety Check process.
- 1.4. The production of the Community Safety “how-to” guide gave greater capacity to crews to deliver HFSCs and an increased focus and emphasis has resulted in an increase in the number of HFSCs. As a result, 695 HFSCs were undertaken in Quarter 2 2010-2011 compared with that of 439 in Quarter 1 2010-2011.

- 1.5. The Service is now part of Family Group 4 which enables benchmarking against other Services for a range of performance indicators although not all Services collate all indicators. At the end of the 2nd Quarter 2010-2011, Hereford & Worcester was ranked joint fifth out of thirteen FRSs for this indicator.

Injuries from accidental dwelling fires

- 1.6. There were six injuries from accidental dwelling fires in Quarter 2 2010-2011 compared with eight injuries in the same quarter last year. Four of the six injuries were casualties suffering from smoke inhalation; the other two were taken to hospital with breathing difficulties other than from smoke inhalation. There were no single incidents with more than two injuries in Quarter 2 2010-2011.

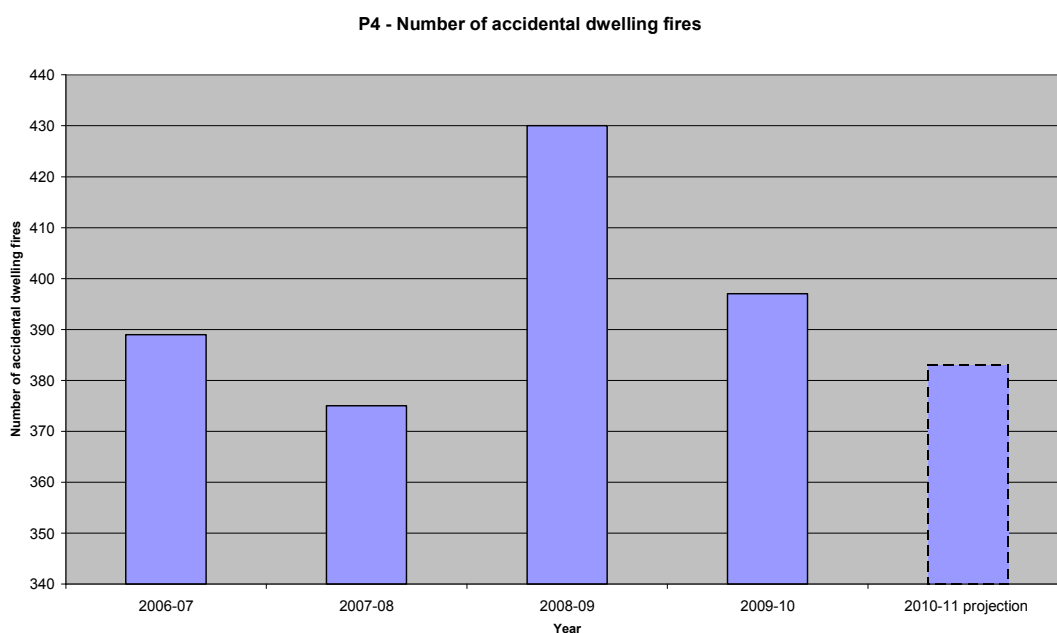


(Figure 2 – Injuries from accidental dwelling fires 2006-07 to 2010-11)

- 1.7. As a result and based on previous years' data, we are forecasting that we may miss our end of year target set for 2010-2011. The projected number of injuries for the end of the 2010-2011 year is 31 compared with our internally set target based on 27 injuries.
- 1.8. The increase in the number of HFSCs undertaken to at risk groups using the IRMP evidence documents should have a positive impact on the number of injuries received as a result of accidental dwelling fires. The forthcoming review of the future focus of community safety activity will include how injuries are included within the debrief process.
- 1.9. At the end of the 2nd Quarter 2010-2011, Hereford & Worcester was the 7th ranked performer out of 13 FRSs for this indicator in Family Group 4.

Accidental Dwelling Fires

- 1.10. There were 87 accidental dwelling fires in Quarter 2 2010-2011 compared with 68 accidental dwelling fires in the same quarter last year. 51 out of the 87 (58.6%) accidental dwelling fires started in the kitchen compared to 49 out of the 68 (72.1%) accidental dwelling fires in Quarter 2 2009-2010.
- 1.11. As a result, the projection for the end of the 2010-2011 year is that the Service will attend approximately 383 accidental dwelling fires which will just miss the target which equates to 377 accidental dwelling fires. Although the margin on this is very small, the overall number of accidental dwelling fires has a direct effect on several other indicators and is key to the overall aim of making Herefordshire and Worcestershire safer from fires.
- 1.12. At the end of the 2nd Quarter 2010-2011, Hereford & Worcester was the 5th ranked performer out of 15 FRSs in Family Group 4 who collated this indicator.
- 1.13. The Service has a dedicated annual community safety programme of work, of which safety in the home is a major focus. Kitchen safety is very much a part of this and is included in our summer programme of activities including open days and FRS supported events to target our at risk groups. Community Fire Safety has begun to link performance to the evaluation of community fire safety initiatives by developing a number of tools to examine people's understanding of risk following planned CFS events.

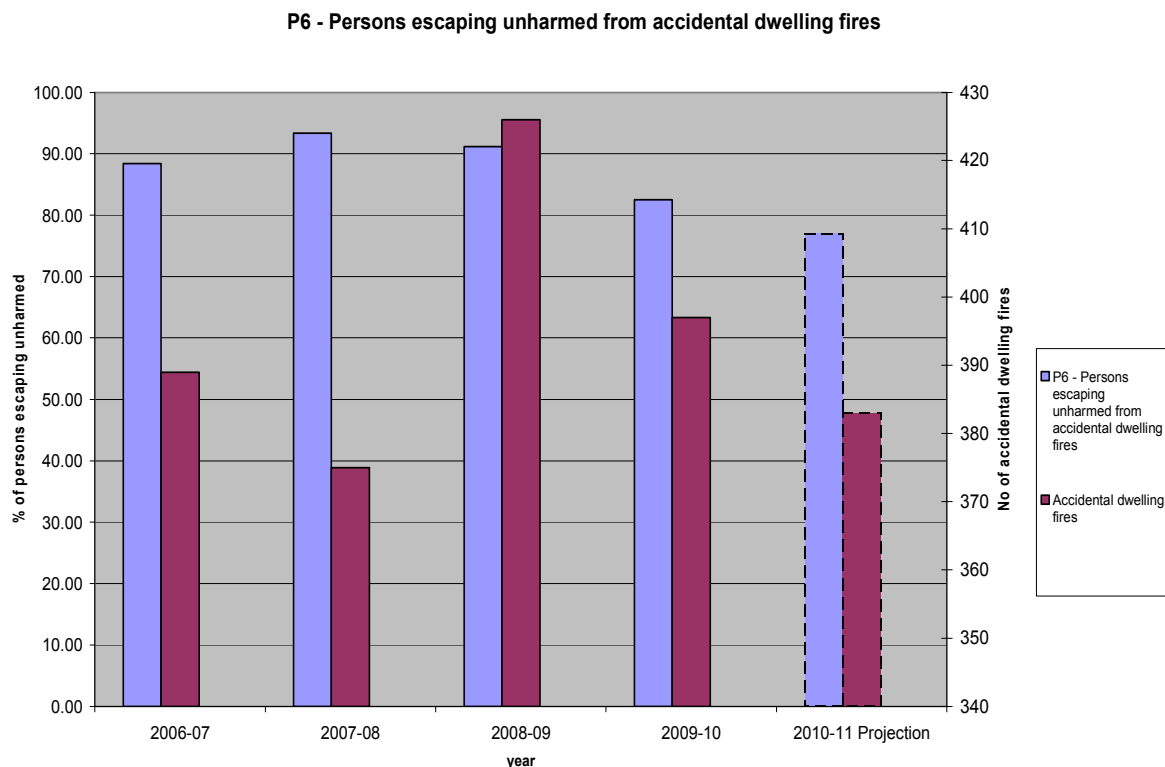


(Figure 3 –Number of Accidental Dwelling Fires 2006-07 to 2010-11)

- 1.14. We have also matched our accidental dwelling fire profile to our socio-demographics data mapping system to generate valuable additional insights into the past and potential behaviour of our most at risk social groups and this information has been used to inform our Community Fire Safety Strategy and to progressively improve the targeting of resources.

Persons escaping unharmed from accidental dwelling fires

1.15. In Quarter 2 2010-2011, 90 out of 105 people escaped unharmed from accidental dwelling fires (85.7%). Out of the remaining 15 people, 9 were evacuated or rescued with FRS assistance, and the remaining 6 were casualties. This can be compared with the same quarter last year where 74 out of 89 people escaped unharmed (83.1%).



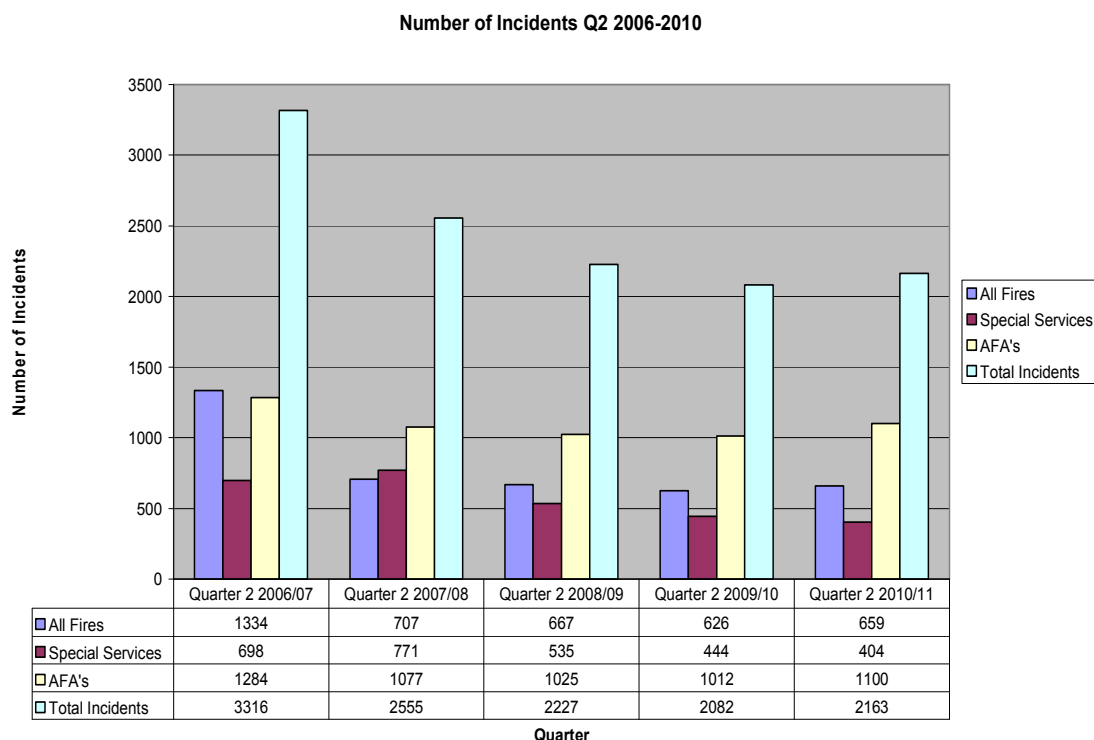
(Figure 4 – Persons Escaping Unharmed from Accidental Dwelling Fires 2006-07 to 2010-11)

1.16. The projection for the end of 2010-2011 is that 77% (307 out of 399) of people will escape unharmed from fires compared with a target of 82.5%. The identification of escape plans from dwellings continues to form a major part of our community safety education programme, particularly night time routines.

1.17. Family Group 4 data is unavailable for this indicator.

Operational Incidents and Total Number of Fires Attended

- 1.18. Figure 5 below demonstrates overall operational activity during Quarter 2 2010-2011 compared with the second quarter in the previous 4 years:



(Figure 5 – Comparative number of incidents Q1 2006-2010)

- 1.19. Total incident numbers for Quarter 2 2010-2011 show a slight increase on the same quarter last year. This is due to increases in the number of fires and false alarms attended. The total number of incidents has increased from 2082 in Quarter 2 2009-2010 to 2163 in Quarter 2 2010-2011, (+3.9%).
- 1.20. The number of fires has increased from 626 in Quarter 2 2009-2010 to 659 in Quarter 2 2010-2011, (+5.3%).

	Quarter 2 2009-10	Quarter 2 2010-11	Percentage change
Primary Fires	311	324	4.2%
Secondary Fires	307	318	3.6%
Chimney Fires	8	17	112.5%
Total Fires	626	659	5.3%

(Table 1 – Total Fires Q2 09-10 and Q2 10-11)

- 1.21. Table 1 above demonstrates that the increase in total fires is due to increases in primary, secondary and chimney fires which have all increased in Quarter 2 2010-2011 compared with Quarter 2 2009-2010. Further analysis of the stop messages for Chimney Fires indicates that 9 out of the 14 incidents in September 2010 were from Agas or wood burning stoves and the remaining 5 were fireplace chimney fires. There were no peak periods when the incidents occurred throughout the month.

- 1.22. The number of chimney fires has also increased in Quarter 2 2010-2011 compared with the same quarter last year with 14 chimney fires attended in September 2010 compared with only 4 in September 2009. Chimney fires are subject to seasonal variation and it seems that the autumn-winter increase has started earlier than in previous years. A media release warning people against dangers of chimney fires was issued by our press office on 8 September 2010 and the narrative logs state that fire safety leaflets were provided to the occupants at these incidents.
- 1.23. The number of Special Service incidents has reduced with 404 incidents attended in Quarter 2 2010-2011 compared with 444 in Quarter 2 2009-2010, (-9.0%).
- 1.24. The number of False Alarm incidents has increased with 1110 incidents attended in Quarter 2 2010-2011 compared with 1012 in Quarter 2 2009-2010, an increase of 8.7%:

	Quarter 2 2009-10	Quarter 2 2010-11	Percentage change
Malicious False Alarms	31	22	-29.0%
False Alarm Good Intent	227	240	5.7%
Automatic False Alarms	754	838	11.1%
Total False Alarms	1012	1110	8.7%

(Table 4 – False Alarms Q2 09-10 and Q2 10-11)

- 1.25. The overall increase in total false alarms is mainly due to an 11.1% increase in the number of automatic false alarms attended compared with Quarter 2 2009-2010 as these make up the largest part of the total alarms figure.

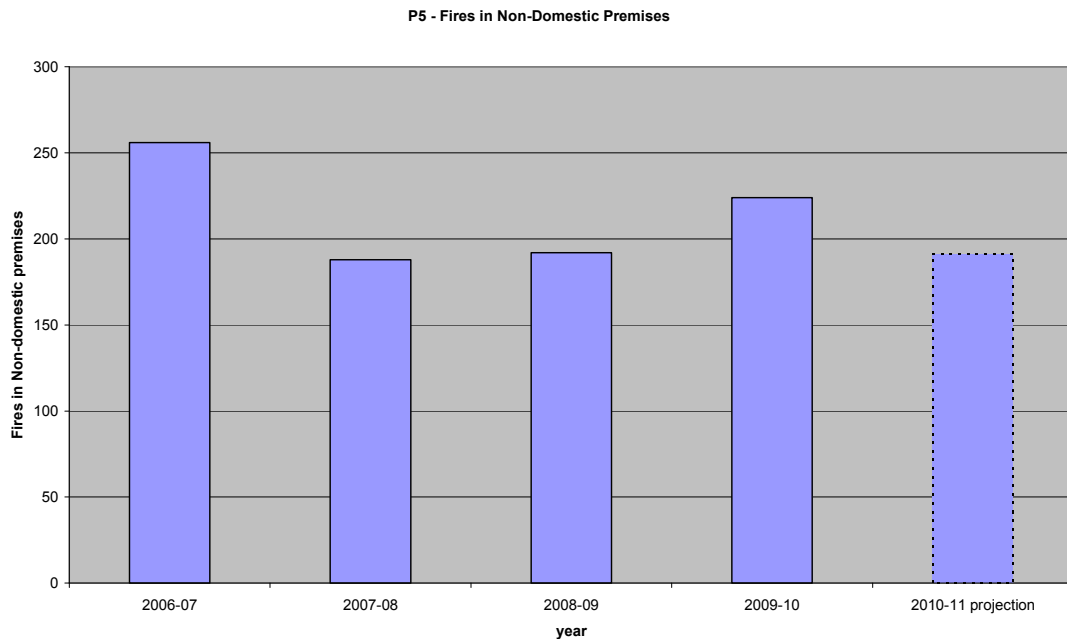
	July	Aug	Sept	Quarterly Total
Auto False Alarms Q2 09-10	246	263	245	754
Auto False Alarms Q2 10-11	257	292	289	838
Percentage Change	4.5%	11.0%	18.0%	11.1%

(Table 5 – Automatic False Alarms per month Q2 09-10 and Q2 10-11)

- 1.26. The increase in AFAs from the same quarter last year is partially due to an increase in AFAs at domestic properties as opposed to non-domestic properties. Domestic AFAs accounted for 41.6% of all AFAs (349 out of 838) in Quarter 2 2010-11 compared with 28.8% of all AFAs (217 out of 754) in Quarter 2 2009-10.

Non-Domestic Fires

- 1.27. We attended 51 Non-Domestic Fires in Quarter 2 2010-2011 compared with 50 in Quarter 2 2009-2011. Out of the 51 incidents, 43 were accidental or of unknown cause and 8 were of deliberate intent. As a result, the projection is that by the end of the year the Service will have attended 191 fires at non-domestic premises compared with a target of 213 fires.



(Figure 6 – Fires in Non-Domestic premises per 1000 properties 2006-07 to 2010-11)

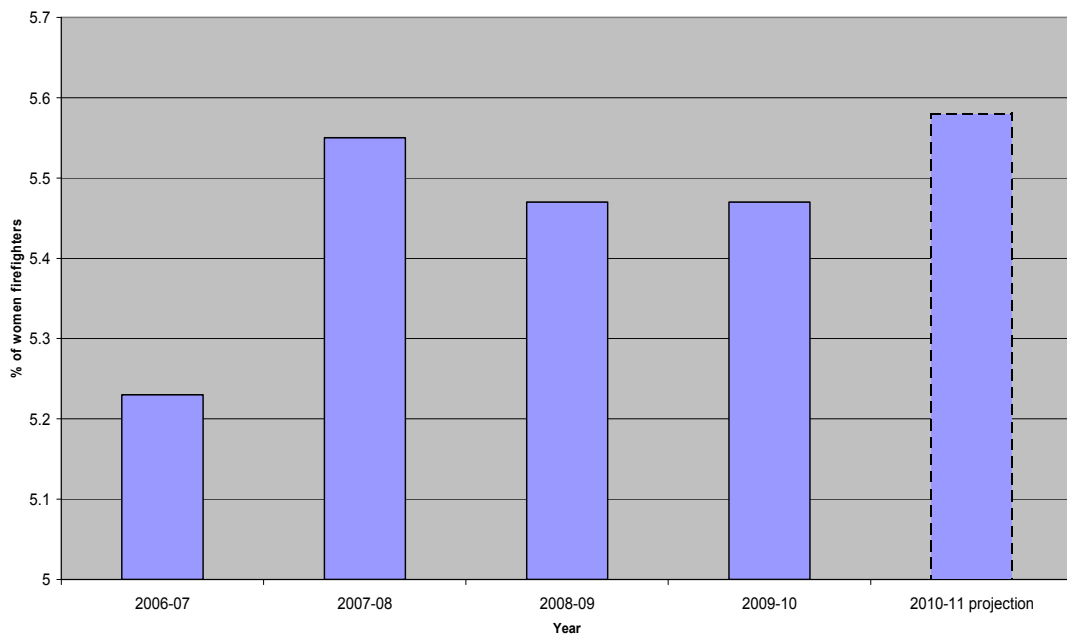
- 1.28. At the end of the 1st Quarter 2010-2011, Hereford & Worcester was the 6th ranked performer out of 16 FRSs for this indicator.
- 1.29. For the reduction in the number of Fires in Non-Domestic Premises, the IRMP commitment is to reduce the number of fires to 220 premises averaged over the 3 year plan period. The 2009-2010 actual was 224 but the current 2010-2011 projection is 191 and the IRMP achievement is on track. We will need to focus firmly on the existing actions and PIs that support reduction in the number of fires in non-domestic premises.
- 1.30. During summer 2010, we developed initial audit systems and reports to assist Technical Fire Safety (TFS) Station Managers to reduce the total relative risk within the non-domestic building stock by 5% by 31 March 2011.

Strategic Direction: People

- 2.1. ***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.***

Women Firefighters

- 2.2. Although there is a commitment made within the National Equality and Diversity Strategy 2008-2018 for the proportion of females in operational roles to reach 15%, there is no time limit for the Fire Service to achieve this. The 6% target for 2010-2011 is part of a three year cycle of improving targets which reflect our commitment to even higher attraction targets for recruitment to reach 18% by 2013 as stated in the BVPP papers of 8 August 2009.

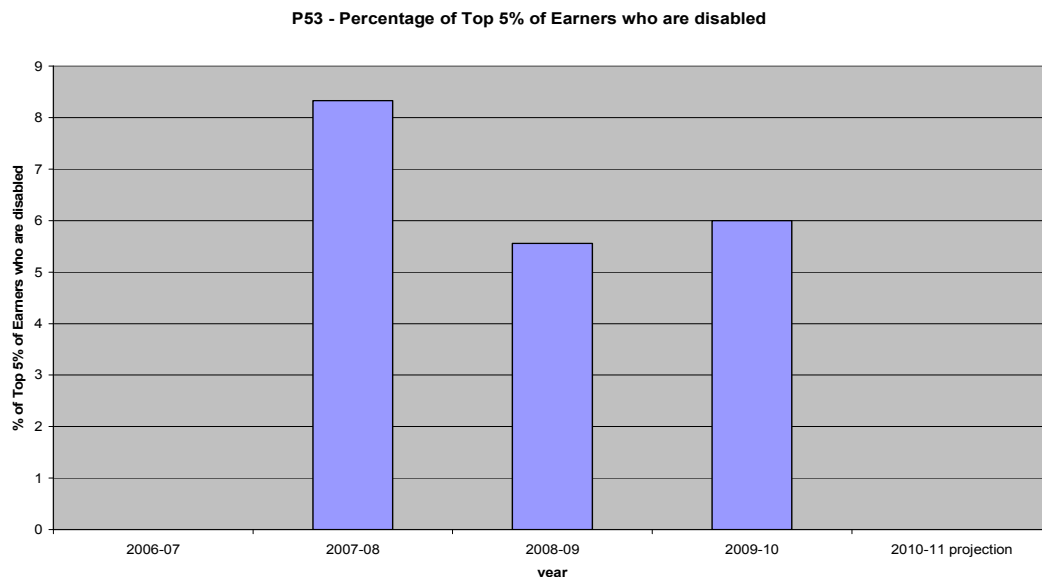


(Figure 7 – Percentage of Women Firefighters 2006-07 to 2010-11)

- 2.3. The percentage of women firefighters at the end of Quarter 2 2010-2011 was 5.6% which has maintained the percentage of 5.5% at the end of Quarter 1 2010-2011.
- 2.4. If this percentage of 5.5% was maintained to the end of the year it would just miss the target set for this indicator of 6%. Family Group 4 data is unavailable for this indicator.

Top 5% of Earners

- 2.5. There are three indicators which measure the number of women, the number of people from Black and Ethnic Minority communities (BME) and the number of disabled people included in the top 5% of earners in the organisation. As the flexi-duty allowance is included when calculating the top 5% of earners this is at present restricted to uniform staff only.
- 2.6. The percentage of the top 5% of earners from BME communities at the end of Quarter 2 2010-2011 remains at zero as it was at the end of Quarter 1 2010-2011.
- 2.7. If this percentage is not improved upon by the end of the year, it will miss the target set for this indicator of 3.03%. The target set for this indicator is an aspirational target which is unlikely to be achieved in the current environment.
- 2.8. The percentage of the top 5% of earners who consider themselves as disabled at the end of Quarter 2 2010-2011 is now zero compared with 6.0% at the end of Quarter 1 2010-2011. This reduction is due to a number of staff retirements over the last three months.



(Figure 8 – Percentage of Top 5 % of Earners who are Disabled 2006-07 to 2010-11)

- 2.9. If this percentage is not improved upon by the end of the year, it will miss the target set for this indicator of 6.06%. The target set for this indicator was based on maintaining the position at the start of the year. Family Group 4 data is unavailable for this indicator.

Percentage of Staff from Black and Minority Ethnic (BME) Communities

- 2.10. Even though the proportion of staff from Black and Minority Ethnic (BME) communities is increasing and now includes other white as a minority, the Service still does not reflect the community it serves. This reduces the Service's ability to reach and educate communities about the risks from fire. Recruitment can only work steadily to improve diversity primarily because of the low level of staff turnover in the Fire Service. Nevertheless we have made the commitment to reach 2% greater than the percentage of people from BME communities in the local population by 2013 as set out in the Department for Communities and Local Government (CLG) Equality and Diversity Strategy 2008-2018. This commitment was made in the BVPP papers of 8 August 2009.
- 2.11. The Service currently measures the number of staff from BME communities as a percentage of the total workforce and how close this mirrors the percentage of people from BME communities within the total population of Hereford & Worcester. This indicator was introduced at the start of 2009-2010.
- 2.12. At the end of Quarter 2 2010-2011, the percentage of staff from BME communities was 2.8%, this is comparable to the 5% overall population from BME communities for Hereford & Worcester. If this percentage of 2.8% is maintained to the end of the financial year, it would miss the target set for this indicator of 5%. Family Group 4 data is unavailable for this indicator.

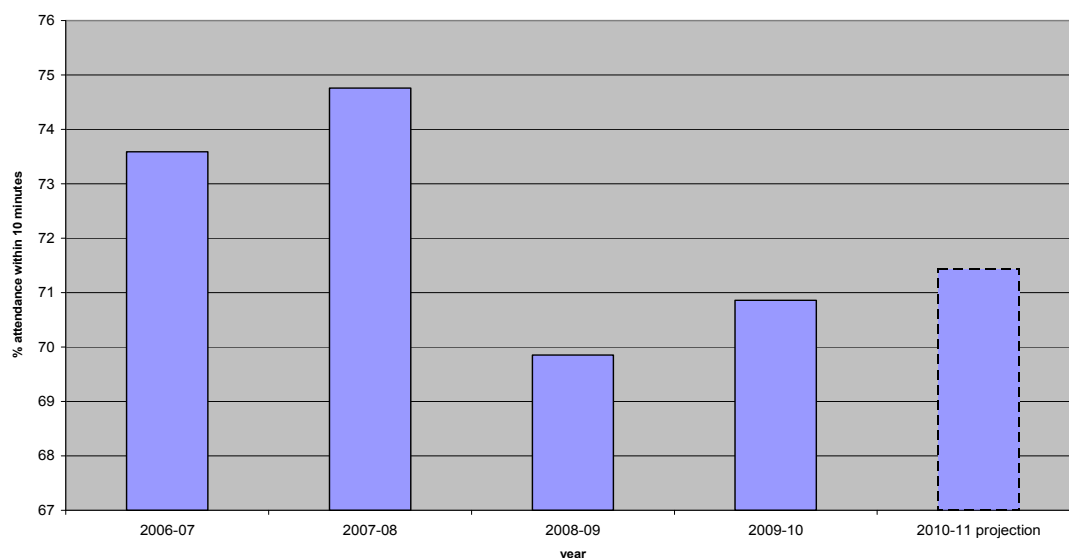
2. Strategic Direction: Business Processes and Organisational Development

- 3.1. ***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.***

Attendance Standards – Fires in Buildings

- 3.2. The Service formally adopted the 75% standard to attend fires in buildings within 10 minutes in the 2009-2012 IRMP.
- 3.3. In Quarter 2 2010-2011, 136 out of 198 building fires were attended within 10 minutes, a percentage of 68.7% compared to 78.4% of 120 out of 153 building fires in the same quarter last year. We achieved the target of 75% in under 11 minutes. Travel distance to the incident was the reason entered in 31 of the 62 incidents which did not meet the standard. The remaining 31 incidents were spread over 14 other reasons broken down as follows: appliance not booked in attendance (4), difficulty in locating incident address (4), incident outside station turnout area (4), road obstruction/road works (3), turn in time-retained and day crew only (3), communications equipment faults (2), mobilised to incorrect address (2), simultaneous incident (2), traffic conditions causing delayed turn in time (2), known false alarm (1), mobilised from other location-not on home station (1), mobilising error (1), not on home station - i.e. school visit/HFSC (1) and weather conditions/road conditions (1). 26 of the incidents which did not meet the standard were wholtime appliances, 25 were first attended by a retained pump and 9 by a day crewed appliance.

P22 - Attendance Standards - 1st Attendance at Fires in Buildings within 10 minutes



(Figure 9 – 1st Attendance at Fires in Buildings within 10 minutes 2006-07 to 2010-11)

- 3.4. September 2010 demonstrated the lowest levels in terms of performance this quarter with the standard being achieved only 60% of the time. 33 incidents out of 55 building fires were attended within 10 minutes in September. This is compared with 71% in July 2010 and 73% in August 2010. Travel distance was again a major factor and was cited as a reason in a significant proportion of incidents which missed the target in September 2010. There is however no

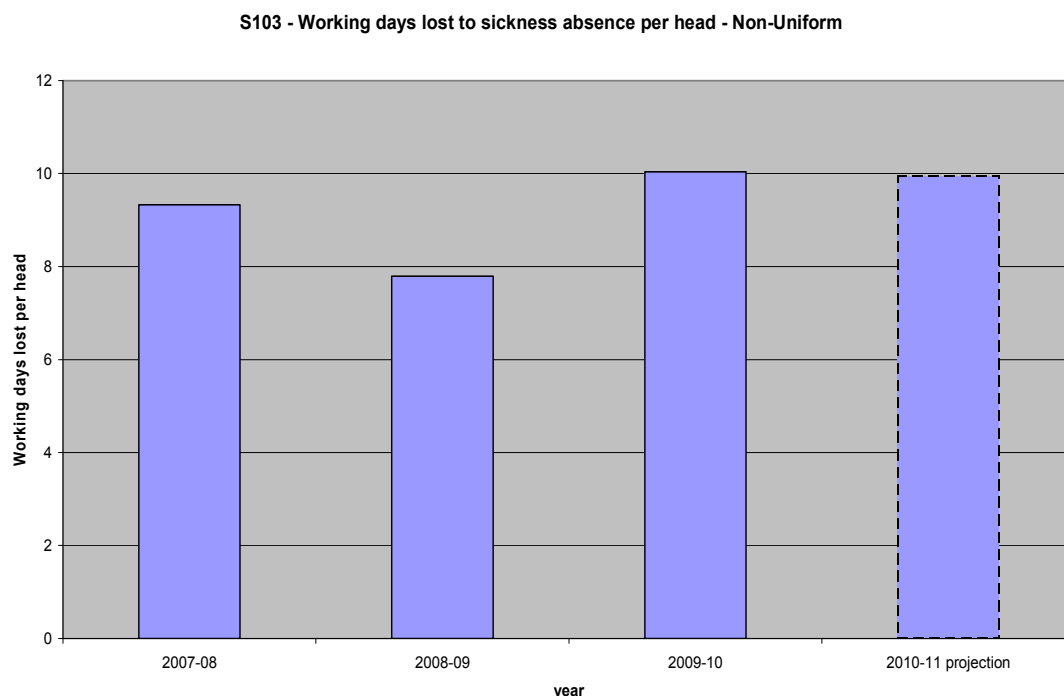
correlation with a particular increase or decrease in activity in terms of building fires. There were less primary fires attended in total in September than the previous two months and an increase in AFAs attended in September which may have had a detrimental effect on appliance availability.

4. Strategic Direction: Finance and Resources

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

Non-Uniformed Sickness

- 4.2. The overall improvement in sickness absence in recent years within the Service has been well documented although the 2010-2011 Quarter 2 figure for all staff is at 7.1 days per head, slightly above the target of 7.0 In Quarter 2 2010-2011 231.75 working days were lost to non-uniform sickness (1.8 days lost per head of staff) compared with 284.99 working days lost in the same quarter last year (2.2 days lost per head of staff) a reduction of 18.7%. There is an average of 129.3 non-uniform staff employed in Quarter 2 2010-2011 compared with 127.9 non-uniform staff employed in the same quarter last year.
- 4.3. Levels of non-uniform sickness however remain a cause for concern; the forecast for the end of the 2010-2011 financial year is for 9.94 working days to be lost per non-uniform head compared with a target of 8.8 working days and a projection of 7.1 working days/shifts for all staff for the end of the 2010-2011 year.



(Figure 10 – Working days lost to sickness 2007-08 to 2010-11)