



HEREFORD & WORCESTER

Fire and Rescue Authority

Best Value Policy and Performance Committee

AGENDA

Wednesday 8 September 2010

10.30 am

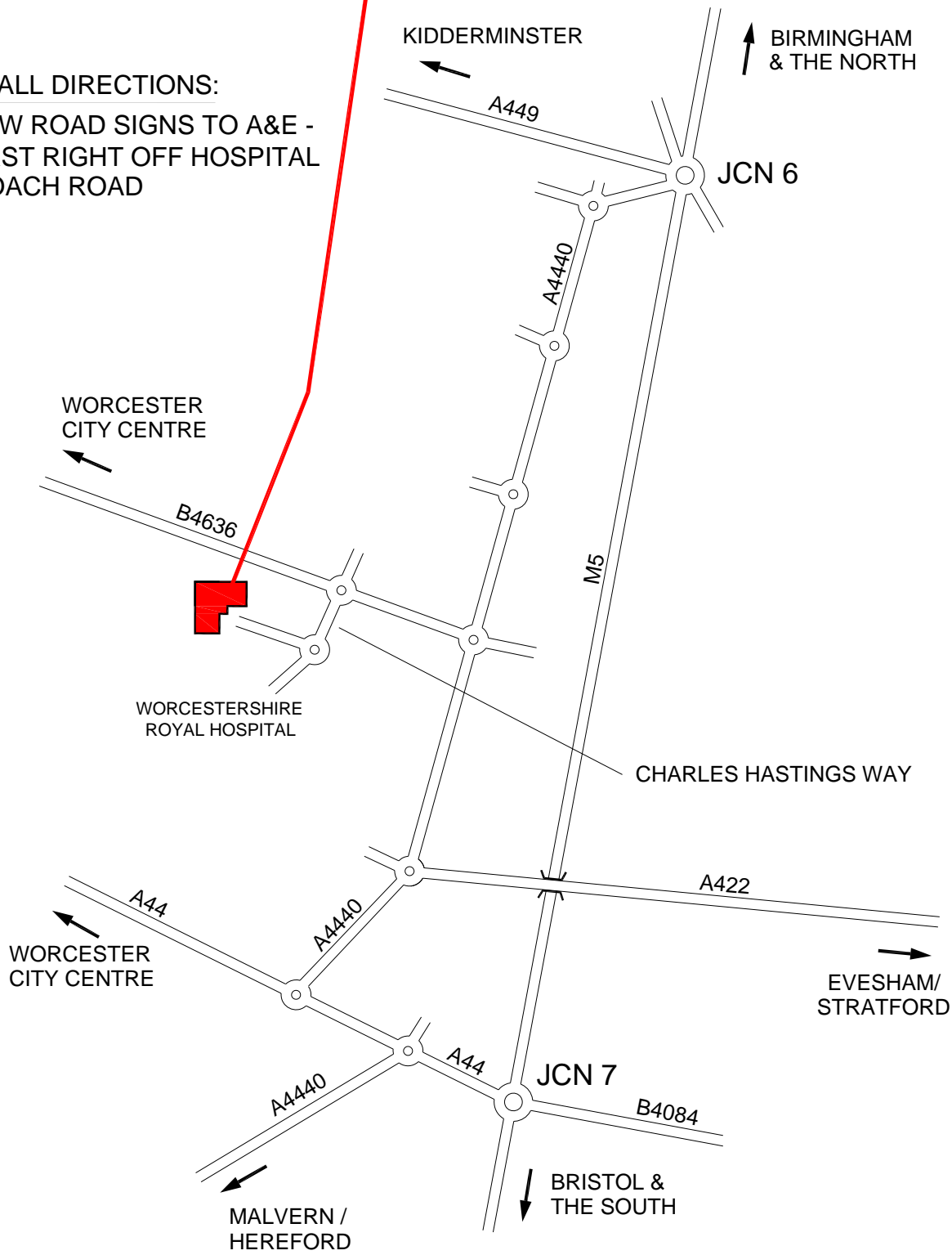
Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester
WR5 1JR



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HEREFORD & WORCESTER FIRE AND RESCUE SERVICE
HEADQUARTERS
2 KINGS COURT
CHARLES HASTINGS WAY
WORCESTER. WR5 1JR
TEL: 0845 12 24454

FROM ALL DIRECTIONS:
FOLLOW ROAD SIGNS TO A&E -
HQ FIRST RIGHT OFF HOSPITAL
APPROACH ROAD



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ACTION ON DISCOVERING A FIRE

- 1 Break the glass at the nearest **FIRE ALARM POINT**.
(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –
CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.
- 4 Never re-enter the building – **GET OUT STAY OUT**.

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point
CAR PARK OF THE OPTIMUM BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.
- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

GUIDANCE NOTES FOR VISITORS

Security

Upon arrival, visitors are requested to proceed to the barrier and speak to the reception staff via the intercom. There are parking spaces allocated for visitors around the front of the building, clearly marked. Upon entering the building, you will then be welcomed and given any further instructions. In particular it is important that you sign in upon arrival and sign out upon departure. Please speak to a member of the reception staff on arrival who will direct you to the appropriate meeting room.

Wheelchair access

The meeting room is accessible for visitors in wheelchairs.

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Smoking is not permitted.

First Aid -please ask at reception to contact a trained First Aider.

Toilets – please ask at reception.

ACCESS TO INFORMATION – YOUR RIGHTS

The Local Government (Access to Information) Act 1985 widened the rights of press and public to attend Local Authority meetings and to see certain documents. Your main rights are set out below:

- Automatic right to attend all Authority and Committee meetings unless the business if transacted would disclose “confidential information” or “exempt information”.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Authority and Committees (or summaries of business undertaken in private) for up to six years following the meeting.
- Automatic right to inspect background papers used in the preparation of public reports.
- Access, on request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending the meetings of the Authority and Committees.

If you have any queries regarding this agenda or any of the decisions taken or wish to exercise any of these rights of access to information please contact Committee Services on 0845 12 244554 or by email at committeeservices@hwfire.org.uk.

WELCOME AND GUIDE TO TODAY’S MEETING

These notes are written to assist you to follow the meeting. Decisions at the meeting will be taken by the **Councillors** who are democratically elected representatives and they will be advised by **Officers** who are paid professionals. The Fire and Rescue Authority comprises 25 Councillors and appoints committees to undertake various functions on behalf of the Authority. There are 19 Worcestershire County Councillors on the Authority and 6 Herefordshire Council Councillors.

Agenda Papers

Attached is the Agenda which is a summary of the issues to be discussed and the related reports by Officers.

Chairman

The Chairman, who is responsible for the proper conduct of the meeting, sits at the head of the table.

Officers

Accompanying the Chairman is the Chief Fire Officer and other Officers of the Fire and Rescue Authority who will advise on legal and procedural matters and record the proceedings. These include the Clerk and the Treasurer to the Authority.

The Business

The Chairman will conduct the business of the meeting. The items listed on the agenda will be discussed.

Decisions

At the end of the discussion on each item the Chairman will put any amendments or motions to the meeting and then ask the Councillors to vote. The Officers do not have a vote.

Agenda

Members:

Mr J Campion (Chair), Mrs L Duffy, Mr J Goodwin, Mrs F Oborski, Mr K Taylor, Mr R M Udall and Mr G Yarranton (Vice-Chair).

	<u>Pages</u>
1. Apologies for Absence To receive any apologies for absence.	
2. Named Substitutes To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3. Declaration of Interests (if any) The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item. This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
4. Confirmation of Minutes To confirm the minutes of the meeting held on 3 June 2010 (copy attached).	1 - 2
5. Performance 2010/11 Quarter 1 analysis 1) To provide the BVPP committee with a summary of performance against our performance indicators, corporate objectives and corporate projects in Quarter 1 2010-11 and 2) To analyse any areas of concern, identify risks and inform the Committee of proposals for action	3 - 29
Glossary	30 - 33

**Hereford & Worcester Fire and Rescue Authority
Best Value, Policy and Performance Committee.**

10.30 am Thursday 3 June 2010.

**Headquarters, 2 Kings Court, Charles Hastings Way,
Worcester WR5 1JR.**



Present: Mr G C Yarranton, (Vice-Chair)
Mrs L Duffy, Mr J H R Goodwin and Mrs F Oborski.

1. Apologies for Absence

Mr K Taylor and Mr R Udall.

2. Named Substitutes

None.

3. Chairman

Mr G Yarranton, Vice-Chair, acted as Chairman for this meeting of the Committee

4. Declaration of Interests

None.

5. Confirmation of Minutes

RESOLVED that the Minutes of the Meeting of the Best Value, Policy and Performance Committee held on 25 March 2010 be confirmed as a correct record and signed by the Chairman.

6. Annual Performance Report 2009-10 and 2009- 10 Fourth Quarter Analysis

The Deputy Chief Fire Officer presented this Report, which focussed on the Annual Performance Report 2009-10. She told the Committee that the performance for the year had been excellent and that all of the external assessors judged the Authority to have performed well. The Committee considered the performance during 2009/10 against Performance Indicators, Corporate Objectives and Corporate Projects and congratulated the Chief Fire Officer and all the service Staff on the excellent performance during 2009-10.

RESOLVED that the Committee note the contents of this report.

7. Hereford & Worcester Fire and Rescue draft Authority Plan 2010-11

The Deputy Chief Fire Officer told the Committee that it was Authority practice to take the draft Authority Plan to the Best value, Policy and Performance Committee for consideration prior to submission to the FRA in June. She told the Members that the Plan detailed the Authority's achievements during 2009-10 and that it provided an overview of the Authority's strategic objectives and priorities for 2010-11.

RESOLVED that the Report be noted.

8. Update on consultation responses to the revised Equality Scheme 2010-2013

The Head of Organisational Development referred the Committee to the draft Equality Scheme approved for consultation by the Authority in February. He told the Meeting that the Authority was required to adopt Equality Schemes under The Sex Discrimination Act 1975 (Equality Act 2006), The Race Relations Act 1976 and The Disability Discrimination Act 1995 and to review these Schemes every 3 years.

The draft Scheme was published for consultation in March and responses were due by 4 June. The Committee heard that the key elements of feedback to date included:

- The fire service more generally still retained elements of its stereotypical culture in the eyes of the public;
- the importance of performance management systems to ensure delivery of the actions, and early awareness of any areas for improvement.
- Some felt that certain areas of equality featured more strongly than others (i.e. Disability and sexual orientation), and some also suggested that more specific policies should be developed for all areas.
- A range of suggestions regarding community safety activity and potential methods for engaging specific groups formed the bulk of suggestions, and these would be discussed with the Community Safety department for their potential implementation.
- The fact that the Service had a high-profile female DCFO was greatly commended, and the need to identify more positive role models in the other equality areas was also felt to be important
- A significant level of fear was expressed regarding the potential for public sector cuts and the impact this may have on equality and diversity work.
- There was limited information of the Authority's approach to Equal Pay, which was felt to be growing in its importance across the whole of the public sector.
- It was felt that training and the general approach to equality Impact assessments could benefit from being more transparent.

The Committee heard that all of the responses would be considered and a revised draft Scheme submitted to the Authority for approval on 25 June 2010.

RESOLVED that the Report be noted.

The meeting ended at 11.35 am

Signed:.....
Chairman

Date:.....

5. Authority Plan 2010/11 First Quarter Analysis

Purpose of report

1. To provide the BVPP committee with a summary of performance against our performance indicators, corporate objectives and corporate projects in Quarter 1 2010-11 and
2. To analyse any areas of concern, identify risks and inform the Committee of proposals for action.

Recommendation

The Chief Fire Officer recommends that the Best Value Policy and Performance Committee note the content of this report.

Background

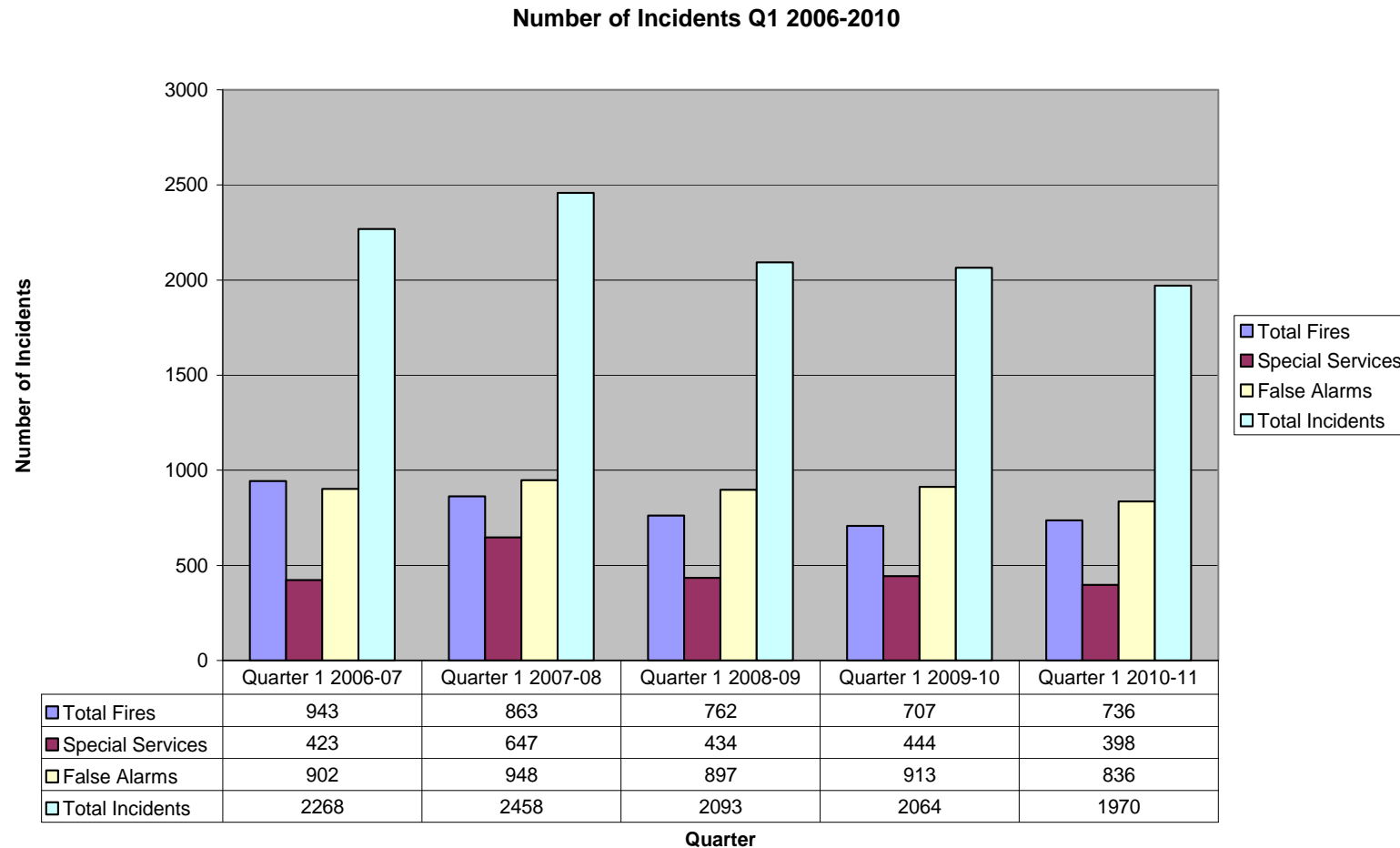
3. This report provides an update on performance in Quarter 1 2010-11, looking at performance indicators, together with progress against corporate objectives and corporate projects, highlights any areas of concern, identifies any risks arising from these matters and informs the Committee of proposals for action.

Headlines

4. We would like to draw Members' attention to the following areas of high performance within the quarter:
 - The Service attended the least number of incidents per quarter over the same period for the last five years;
 - The Service has achieved reductions in the number of primary fires attended;
 - The Service has achieved reductions in the number of accidental dwelling fires attended;
 - The Service has achieved reductions in the number of non-domestic fires attended; and
 - The Service has achieved improvements in performance in wholetime and all staff sickness levels.

Operational Incident Performance Update Quarter 1

5. Figure 1 below demonstrates overall operational activity during Quarter 1 2010-11 compared with the first quarter in the previous 4 years:



(Figure 1 – Comparative number of incidents Q1 2006-2010)

6. Total incident numbers for Quarter 1 2010-11 shows our best quarterly performance over the same period in the last five years. This is due to decreases in the number of special service incidents and false alarms attended. The total number of incidents has decreased from 2064 in Quarter 1 2009-10 to 1970 in Quarter 1 2010-11, (-4.6%).
7. The number of fires has increased from 707 in Quarter 1 2009-10 to 736 in Quarter 1 2010-11, (+4.1%).

	Quarter 1 2009-10	Quarter 1 2010-11	Percentage change
Primary Fires	312	277	-11.2%
Secondary Fires	359	423	+17.8%
Chimney Fires	36	36	0.0%
Total Fires	707	736	+4.1%

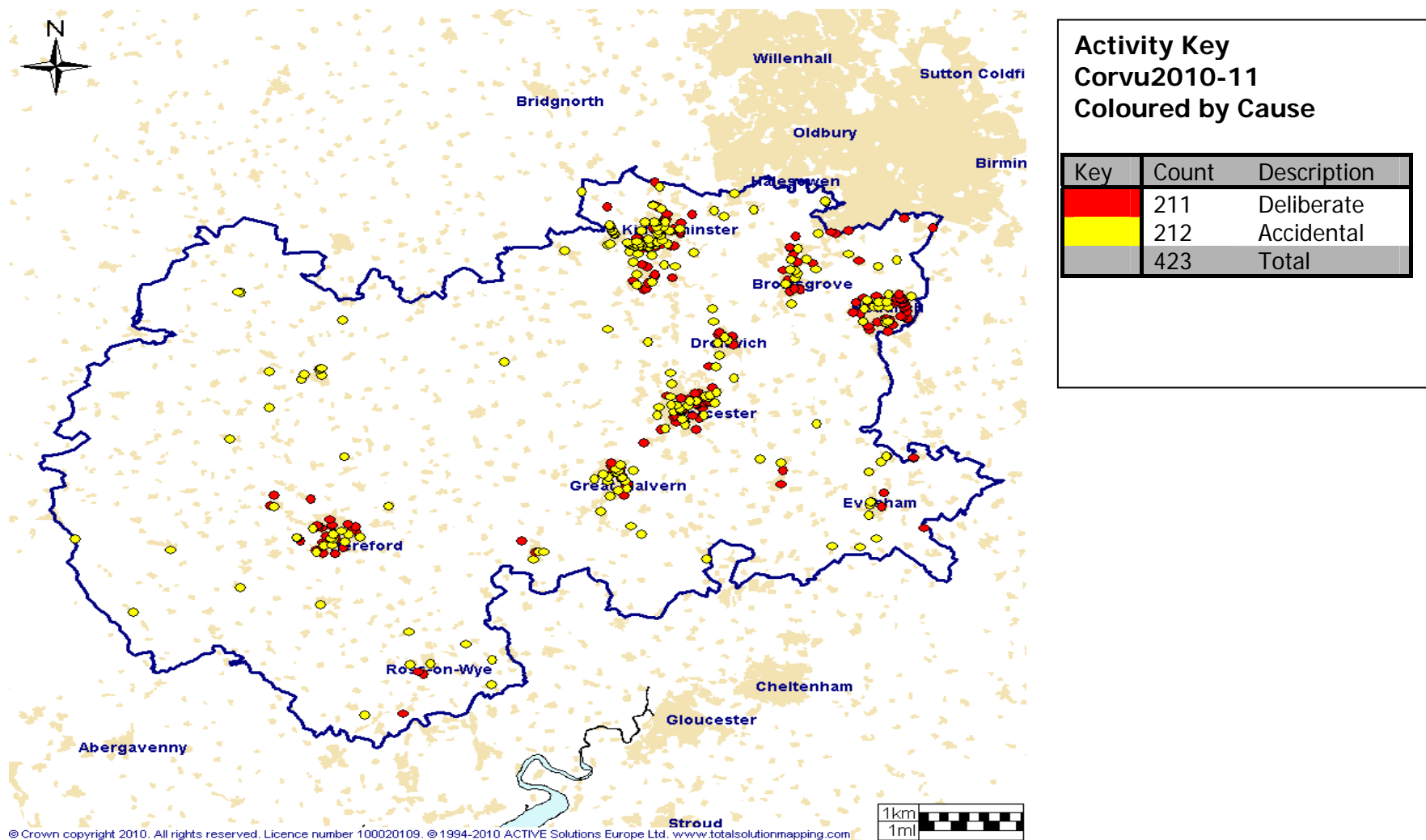
(Table 2 –Total Fires Q1 09-10 and Q1 10-11)

8. Table 2 above demonstrates that the increase in total fires is due to an increase in secondary fires which have increased from 359 in Quarter 1 2009-10 to 423 in Quarter 1 2010-11, (+17.8%). The increase in secondary fires is due to an increase in accidental secondary fires rather than deliberate secondary fires:
 - Accidental secondary fires have increased from 158 in Quarter 1 2009-10 to 212 in Quarter 1 2010-11, (+34.2%)
 - Deliberate secondary fires have increased from 201 in Quarter 1 2009-10 to 211 in Quarter 1 2010-11, (5.0%)

Accidental secondary fires account for 50.1% of all secondary fires in Quarter 1 2010-11 compared with 44.1% of all secondary fires in Quarter 1 2009-10 and an average of 32.2% of all secondary fires in Quarter 1 in the last five years.

9. The main increases have been in loose refuse, scrubland and tree scrub fires but uncommonly not in rural locations but predominantly in urban areas. The hot and dry conditions of Quarter 1 2010-11 may have exacerbated the number of incidents for this Quarter.

The map below (Figure 3) illustrates the distribution of secondary fires for Quarter 1 2010-11:
Quarter 1 2010-11 Secondary Fires



(Figure 3 – Map of Secondary Fires Q1 2010-2011)

10. The number of Special Service incidents has reduced with 398 incidents attended in Quarter 1 2010-11 compared with 444 in Quarter 1 2009-10, (-10.4%). There has been a reduction in the number of RTC's attended with 149 attended in Quarter 1 2010-11 compared with 183 in Quarter 1 2009-10, (-18.6%), and a decrease in flooding incidents with 20 incidents attended in Quarter 1 2010-11 compared with 28 incidents in Quarter 1 2009-10 (-28.6%).
11. The number of False Alarm incidents has decreased with 836 incidents attended in Quarter 1 2010-11 compared with 913 in Quarter 1 2009-10, a decrease of 8.43%:

	Quarter 1 2009-10	Quarter 1 2010-11	Percentage change
Malicious False Alarms	23	32	39.13%
False Alarm Good Intent	229	274	24.37%
Automatic False Alarms	607	584	-3.79%
Total False Alarms	913	836	-8.43%

(Table 4 –Total False Alarms Q1 09-10 and Q1 10-11)

12. Table 4 above demonstrates that the overall decrease in total false alarms is due to a decrease in automatic false alarms which represent the largest proportion of total false alarms.

Performance Indicators Quarter 1 2010-11

13. Our Performance Management Framework outlines the processes by which performance is measured and monitored by the Service.
14. Our CorVu performance management system shows good overall performance during Q1 against our primary performance indicators:
 - **Community** – At the end of June 2010 our progress against the Community indicators was Amber with an improvement in the monthly direction of travel.
 - **Business Processes** – At the end of June 2010 our progress against the Business Processes' indicators was Green with a decline in the monthly direction of travel compared with the previous month.
 - **Finance and Resources** – At the end of June 2010 our progress against the Business Processes indicators was Green with a decline in the monthly direction of travel compared with the previous month.
 - **People** – At the end of June 2010 our progress against the People indicators was Amber with an improvement in the monthly direction of travel.

15. The Finance and Resources has remained Green within Quarter 1. Community is Amber at the end of the Quarter but improving and although Business Processes is Green at the end of June 2010, the direction of travel from May to June was downwards in performance, mainly due to an increase in deliberate primary fires and malicious calls from May to June.

Corporate Objectives Quarter 1 2010-11

16. CorVu is also being used to report on progress against those business plans which form the Corporate Objectives for the organisation for 2010-11.
17. The overall programme of corporate objectives is designated green on CorVu with fourteen out of eighteen departments delivering their departmental objectives on schedule.
18. The majority of individual objectives (88 of 127 objectives) are being delivered to the approved Plan. Further details of the Red objectives are discussed in paragraphs 69 to 79 below.

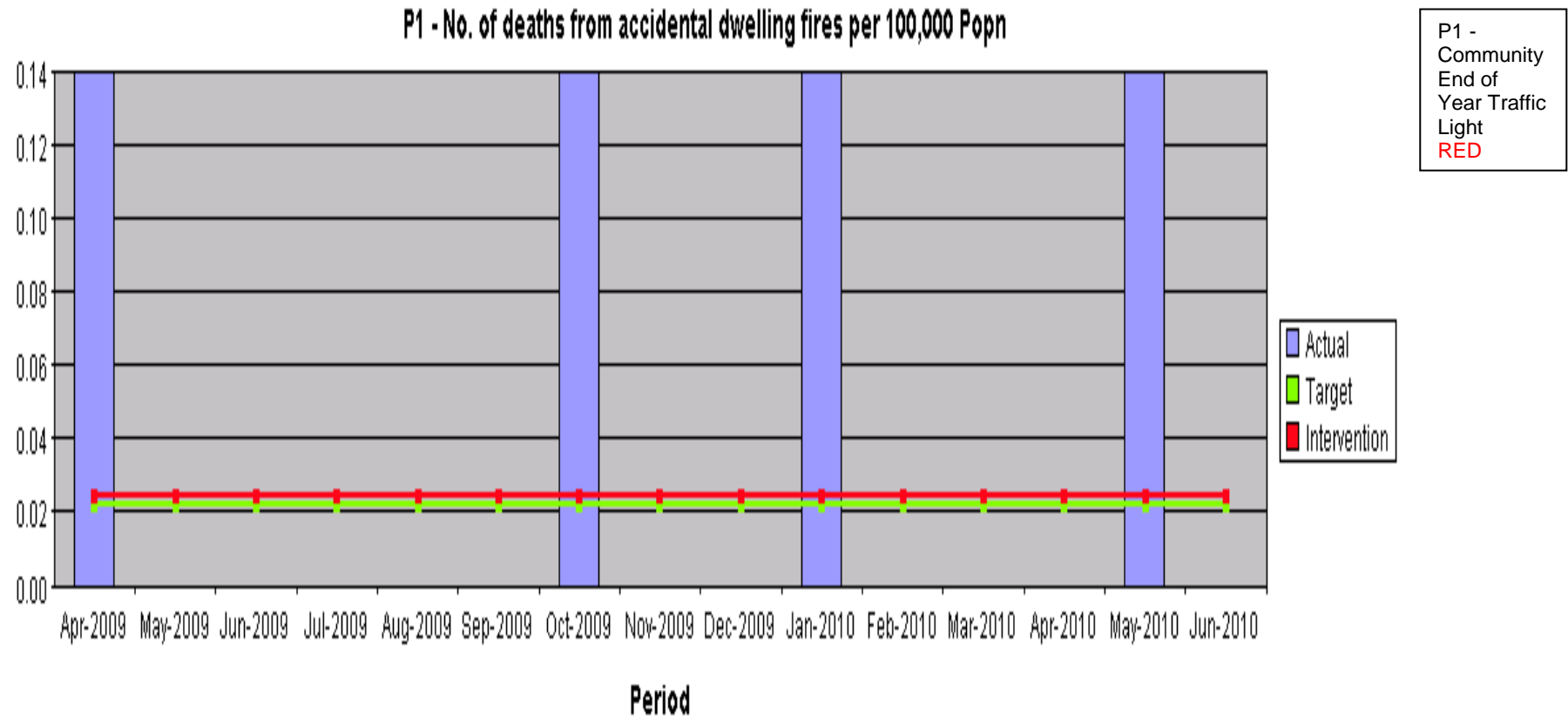
Corporate Projects Quarter 1 2010-11

19. There are currently 14 live projects running through the Programme Office. Overall progress is good with seven of the Corporate Projects designated Green and being delivered to Project Plans and/or Business Objectives. Six projects have been rated as Amber and progress will continue to be monitored. One project is currently on Red status, the Respiratory Protection Equipment project. Further details of this project and the three projects which are currently on a Red risk rating and the subject of remedial action are discussed in paragraphs 69 to 79 below.

Areas of Focus - Performance Indicators

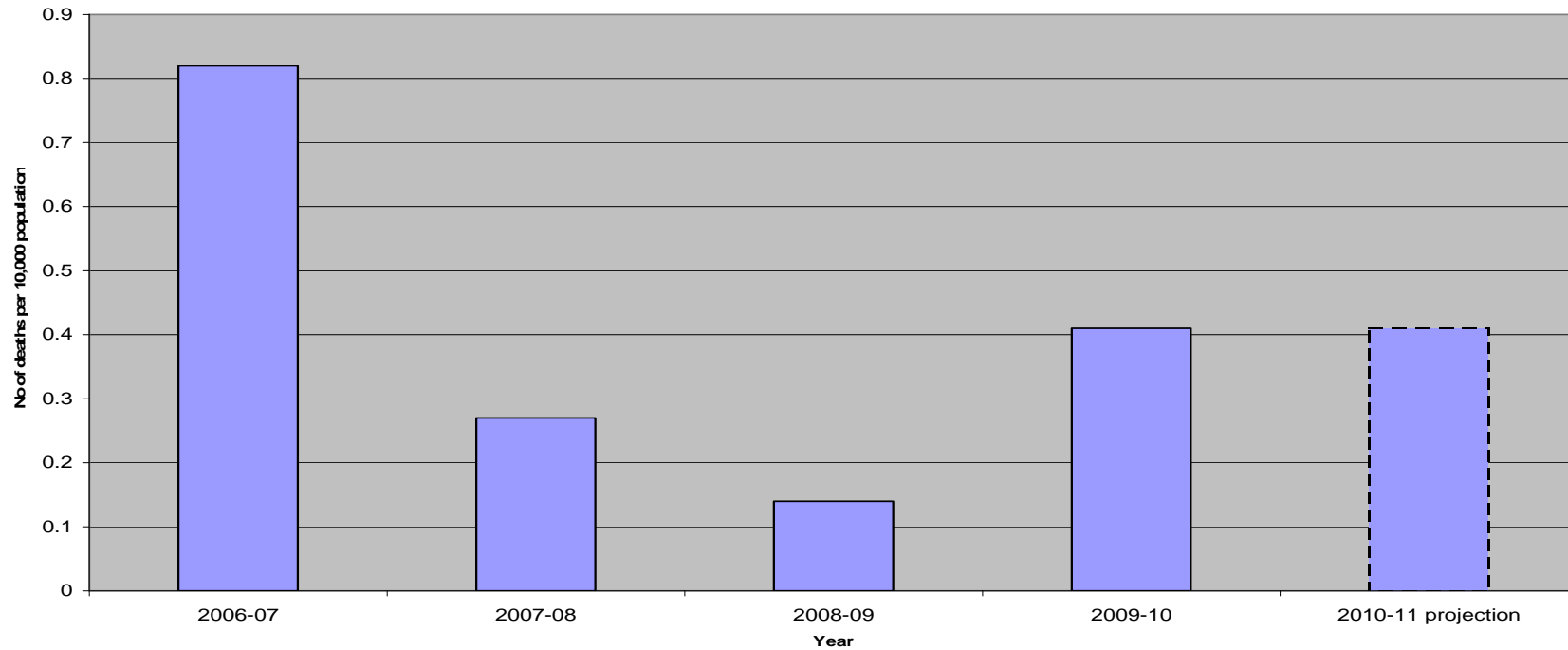
20. Paragraphs 21 – 67 below provide a summary of our areas for focus on our performance indicators.

Involvement of people at incidents: Number of deaths from accidental dwelling fires



(Figure 5 – Number of deaths from accidental dwelling fires per month Apr 2009- Jun 2010)

P1 - Deaths from accidental dwelling fires per 100,000 population

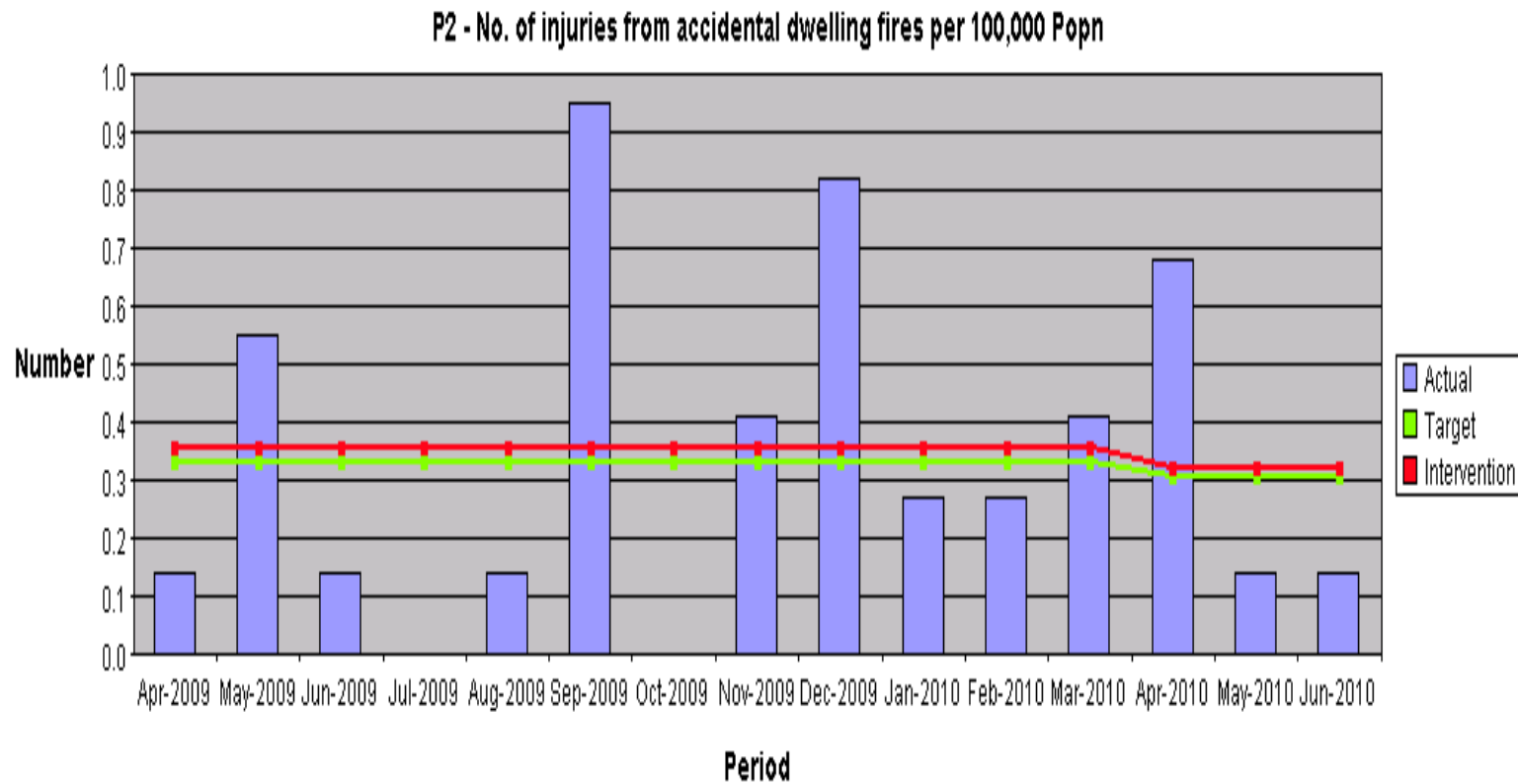


(Figure 6 – Number of deaths from accidental dwelling fires 2006-07 to 2010-11)

21. This indicator measures the number of deaths caused as a result of accidental dwelling fires per 100,000 population.
22. There was one fatality from accidental dwelling fires in Quarter 1 2010-11, in common with the fatalities which occurred in 2009-10, this was a late fire call in Redditch on the 30th May 2010. The incident was discovered by the Police some time days the fire. An inquest to determine the cause of death concluded it to be fire related.
23. As a result and based on previous years data, we are cautiously forecasting that we may miss our end of year target set for 2010-11.

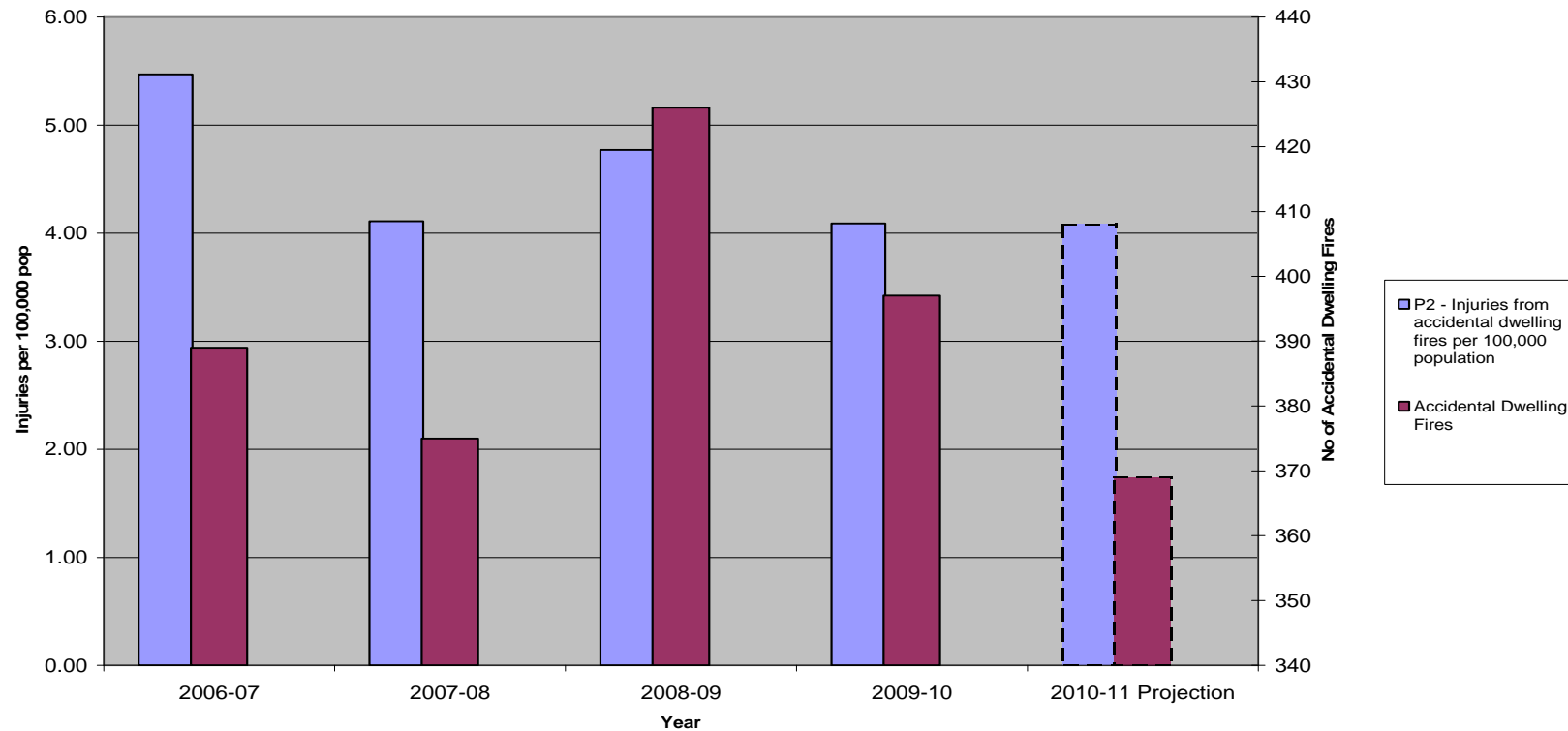
24. Every accidental fire death is subject to a detailed investigation looking at the precise circumstances, which helps in targeting at risk groups. The approach to Community Fire Safety (CFS) within the Service has been strengthened with greater identification of at risk groups within the Integrated Risk Management Plan (IRMP) evidence documents. These documents are being rolled out to stations to inform local CFS strategies. Existing local strategies will be reviewed and amended appropriately. The current IRMP consultation recommends a comprehensive review of the resources allocated to this work, and the evidence available to the Service on the impact and outcomes of these activities. It is anticipated that this review will inform the future focus of community safety activity and will optimise the Services' use of its resources to reduce risk in its communities.

Number of Injuries from Accidental Dwelling Fires



(Figure 7 – Number of Injuries from Accidental Dwelling Fires per month April 2009- June 2010)

P2 - Injuries from accidental dwelling fires per 100,000 population

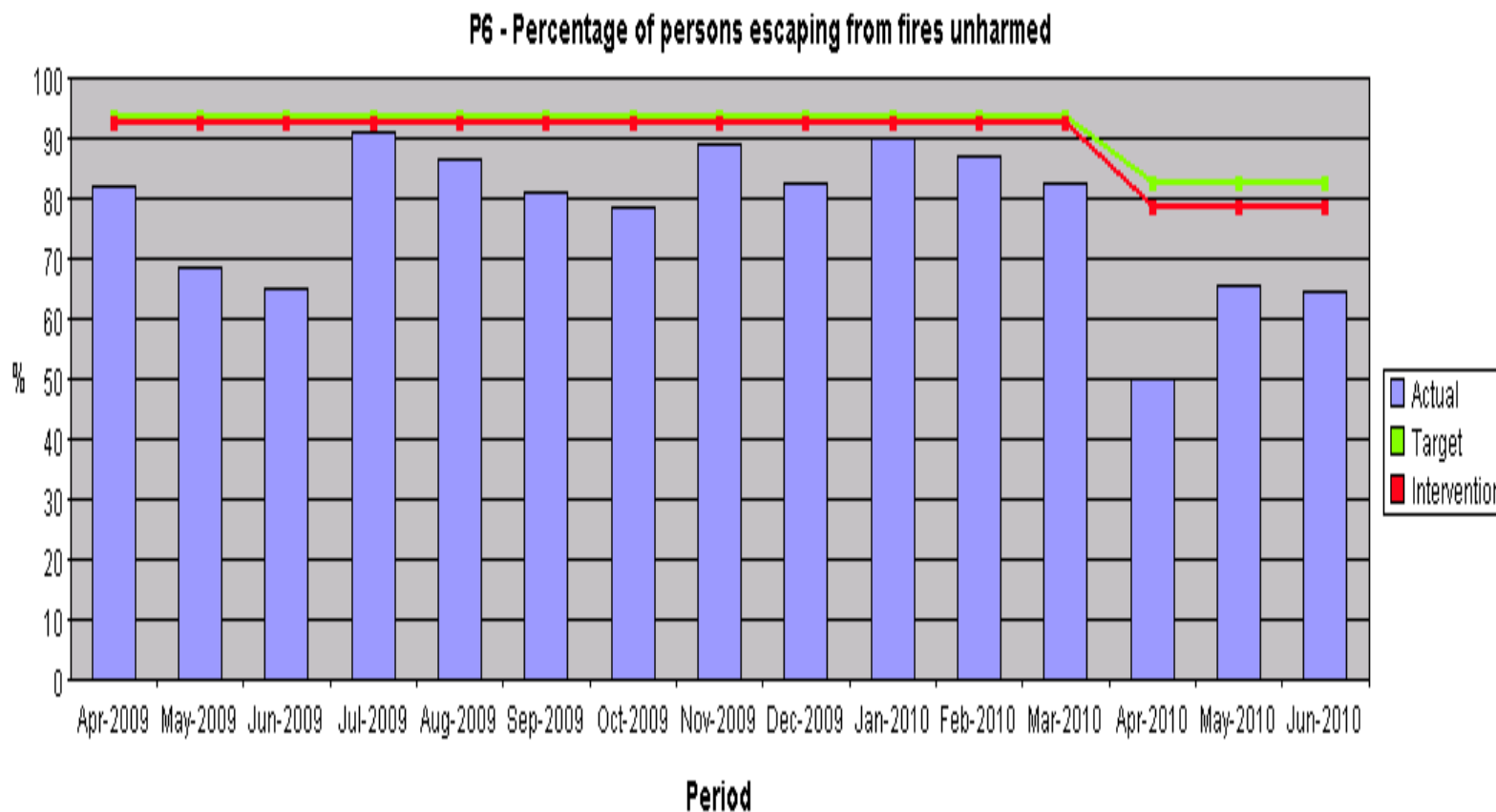


(Figure 8 – Number of Injuries from Accidental Dwelling Fires per year 2006-07 to 2010-11)

25. This indicator measures the number of injuries caused as a result of accidental dwelling fires per 100,000 population.
26. There were seven injuries from accidental dwelling fires in Quarter 1 2010-11 compared with six injuries in the same quarter last year. Four of the seven injuries were casualties suffering from smoke inhalation and were all from the same incident in Hereford; one casualty suffered from shock at an incident in Worcester; one casualty was a result of burns following an incident in Evesham and the other casualty was a combination of burns and smoke inhalation following an incident in Kidderminster. As in 2009-10, a single incident with multiple injuries can adversely affect the overall performance. This is illustrated on the monthly graph above with a spike in April 2010.

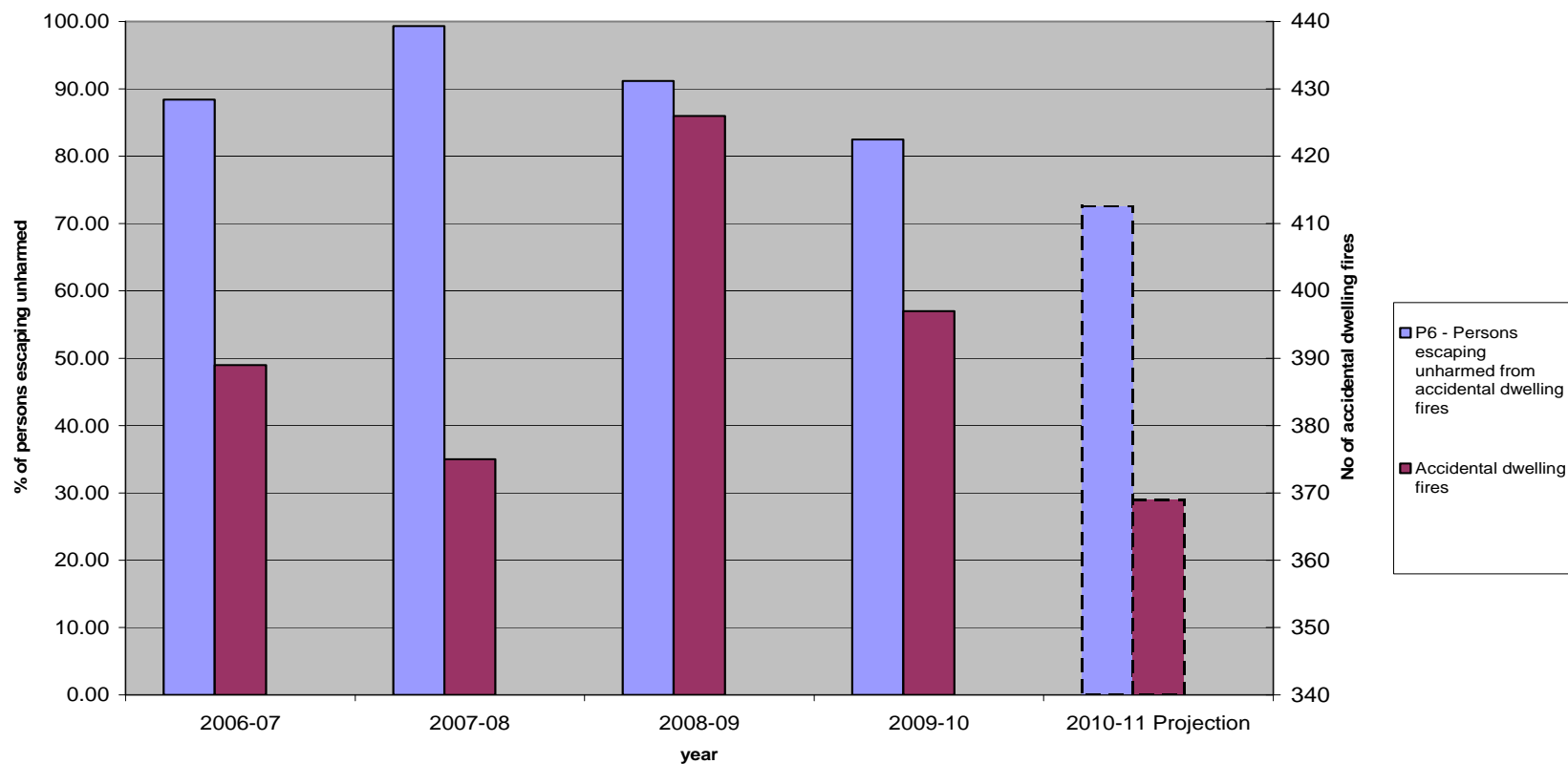
- 27. As a result and based on previous years data, we are forecasting that we may miss our end of year target set for 2010-11. The projected number of injuries for the end of the 2010-11 year is 30 compared with our internally set target based on 27 injuries.
- 28. The detailed investigation undertaken of all fatalities is to be extended to all injuries from accidental dwelling fires. A process will be rolled out to Districts in the near future.

Percentage of persons escaping from fires unharmed



(Figure 9 – Percentage of persons escaping from fires unharmed per month April 2009-June 10)

P6 - Persons escaping unharmed from accidental dwelling fires



(Figure 10 – Percentage of persons escaping from fires unharmed per year 2006-07 to 2009-10)

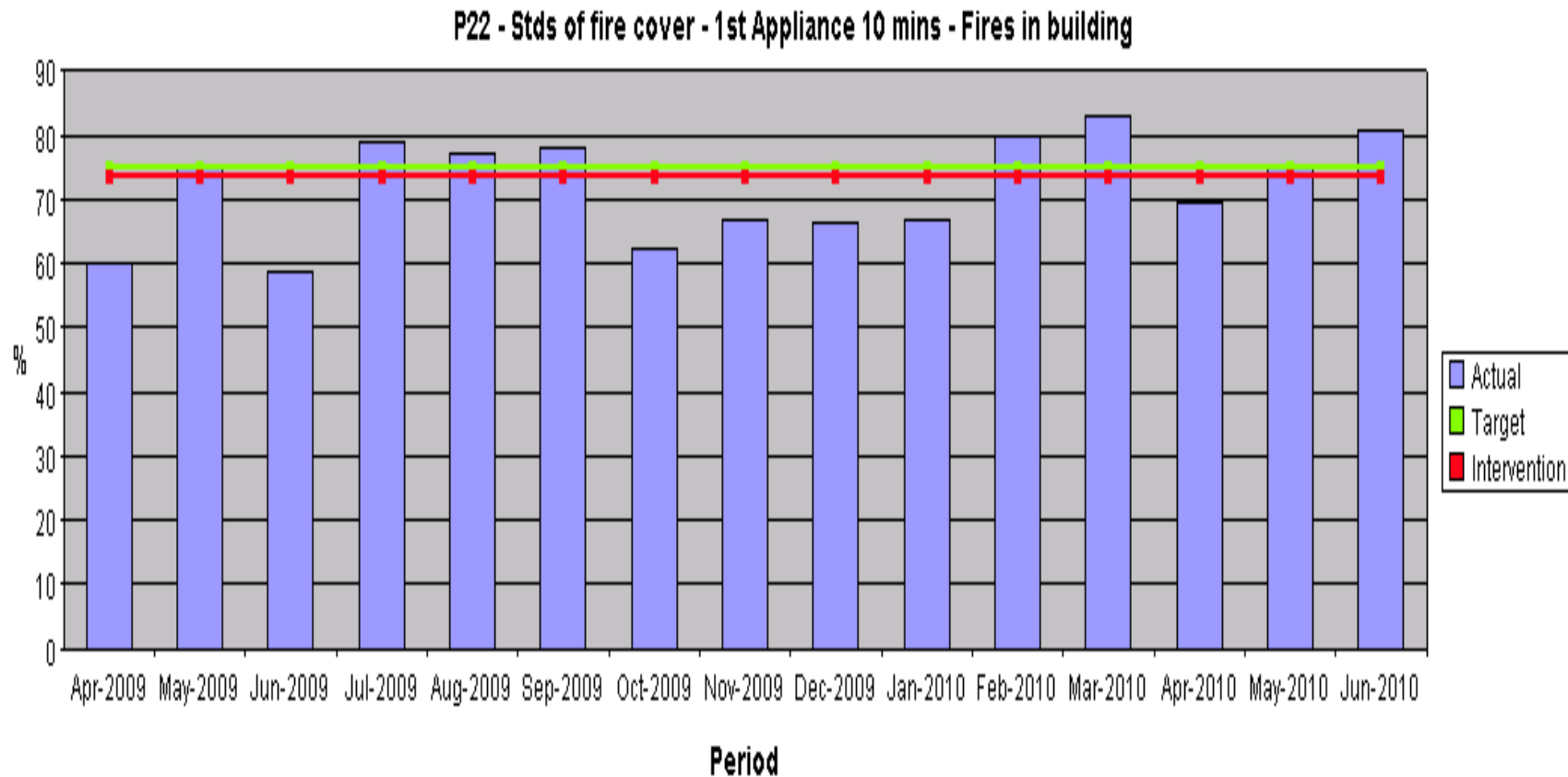
29. This indicator measures the percentage of people in accidental dwelling fires who escape unharmed without FRS assistance at a fire. It is measured by dividing the number of people who left the property unharmed without FRS assistance by the total number of people who left the property at accidental dwelling fires.
30. In Quarter 1 2010-11, 40 out of 66 people escaped unharmed from accidental dwelling fires (60.1%). Out of the remaining 26 people, 16 were evacuated with FRS assistance, 2 were rescued by the Service and the remaining 8 were casualties. This can be compared with the same quarter last year where 69 out of 92 people escaped unharmed (75.0%).

- 31. The projection for the end of 2010-11 is that 72.62% of people will escape unharmed from fires compared with a target of 82.5%.
- 32. The identification of escape plans from dwellings continues to form a major part of our community safety education programme, particularly night time routines. Although only 8 out of the 26 people who did not escape unharmed were at incidents occurring between 10.00 pm and 8 am, national figures state that half of domestic fatalities occur in this period.

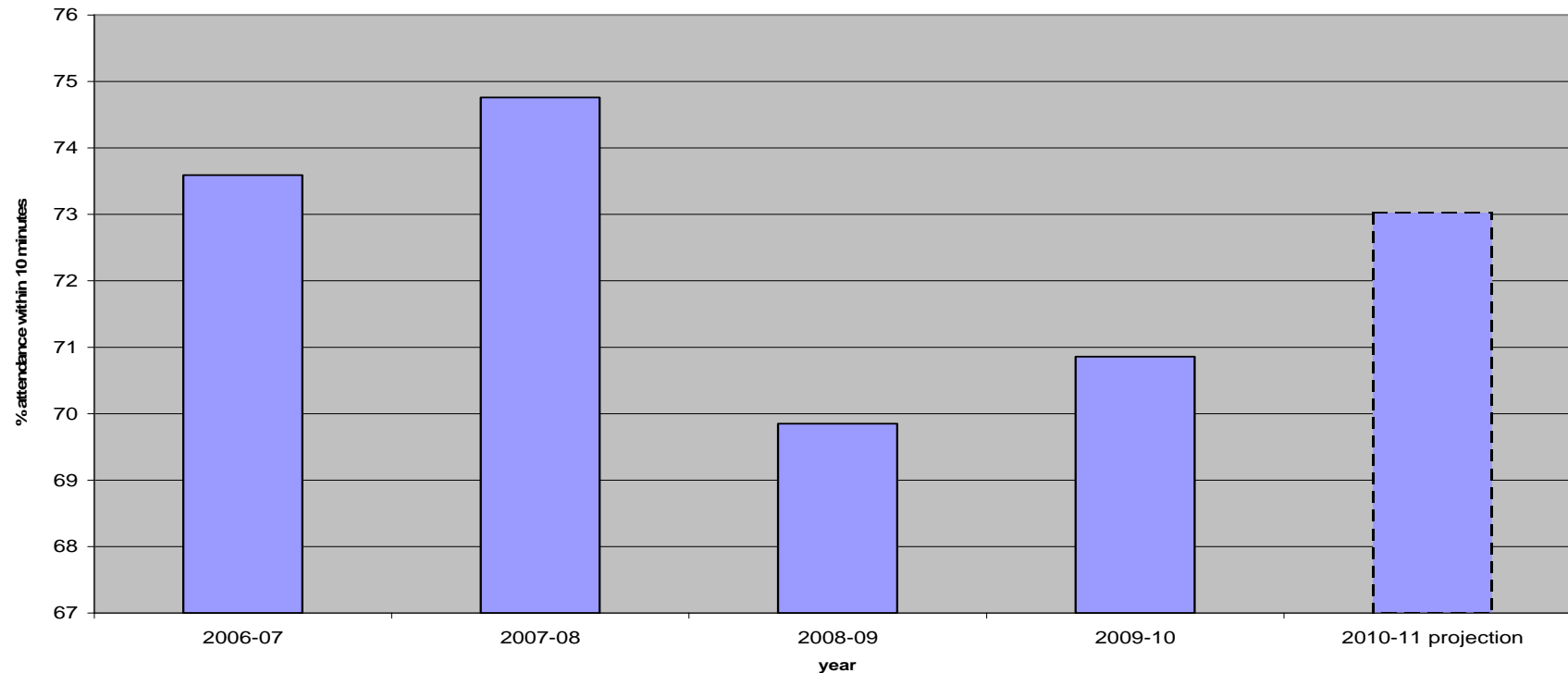
Attendance at Incidents

Attendance Standards – 1st Appliance at Fires in Buildings within 10 minutes

(Figure 11 – 1st Appliance at Fires in Buildings within 10 minutes by month April 2009-June)



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



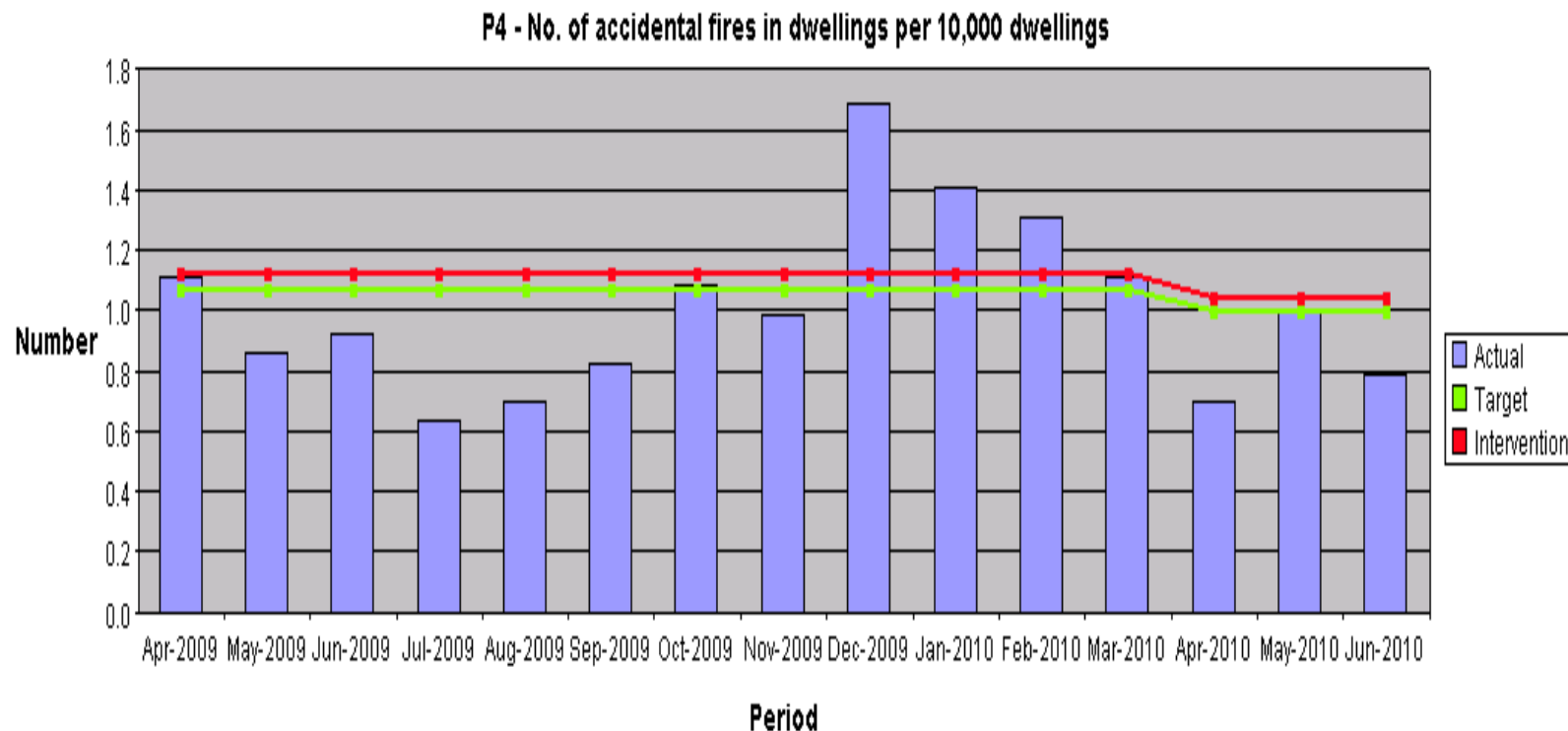
(Figure 12 – 1st Appliance at Fires in Buildings within 10 minutes by year 2006-07 to 2009-10)

33. This indicator measures the percentage of building fires where the first appliance attended within 10 minutes of the initial call and was introduced as part of our local Integrated Risk Management Plan.
34. In Quarter 1 2010-11, 122 out of 162 building fires were attended within 10 minutes, this percentage of 75.3% has just achieved the target of 75%; this is an improvement on the same quarter last year where 64.3% were attended within 10 minutes. In 2009-10 supplementary questions were added by the Policy Planning and Performance (PPP) department in conjunction with Service Delivery to the Incident Recording System (IRS) process to complete at incidents where the standard was not met. Travel distance to the incident was the reason entered in 22 of the 40 incidents which did not meet the standard in Quarter 1 2010-11. Wholtime pumps first attended in 65% of incidents attended in Quarter 1 2010-11 compared with 60% in the whole of 2009-10 which has had a positive effect on this quarter's figures.
35. Based on previous years' data we are forecasting that we may miss our end of year target set for 2010-11. The end of year projection based on historic data is 73.0% which would just miss the target of 75%.

36. Although performance in this area is improving, further analysis has been undertaken to identify why the performance standard did not reach the target in previous years. The findings of this analysis showed that North and South District maintain approximately the same levels of performance and that West District and the retained staff find it harder to achieve the standard. The main factors delaying a response in 10 minutes are within the travelling time such as weather, road conditions and travel distance to the incident. The PPP department is currently working in collaboration with Service Delivery to provide more timely data in this area to District and Cluster/Station managers.

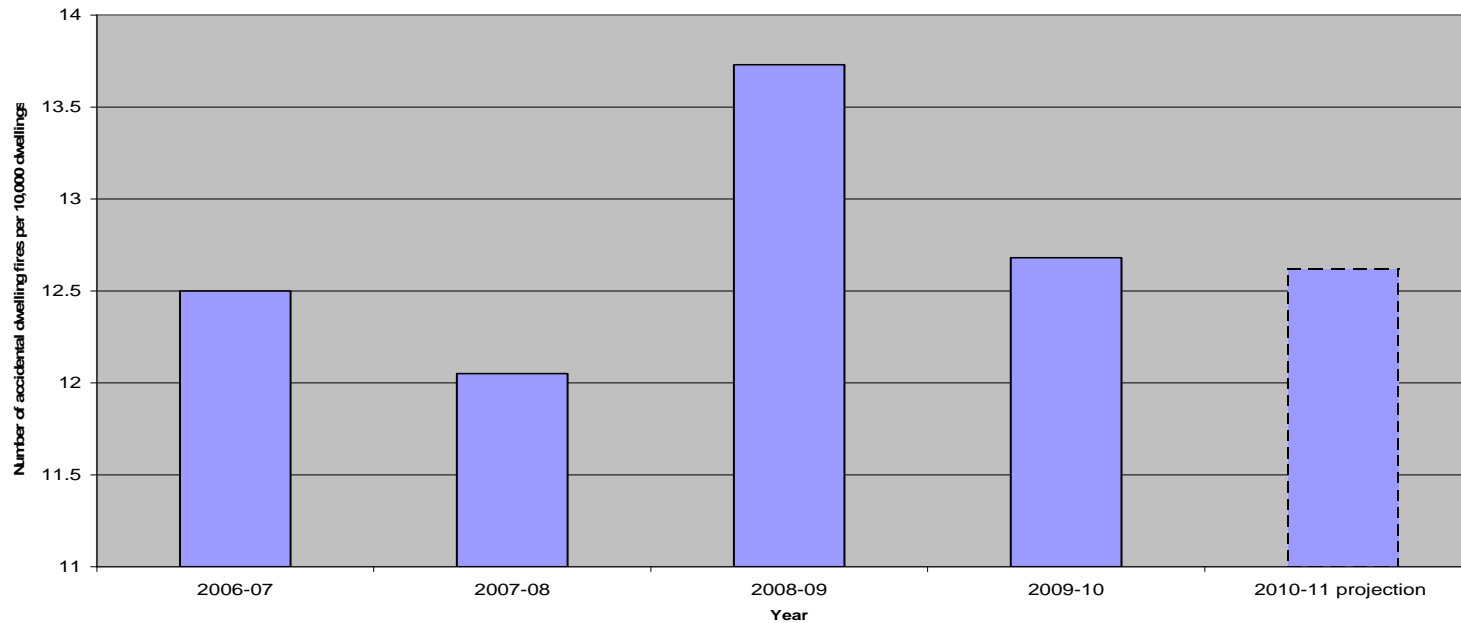
Fires and False Alarms

Number of Accidental fires in dwellings per 10,000 dwellings



(Figure 13 – Number of Accidental fires in dwellings per 10,000 dwellings per month April 2009-June 10)

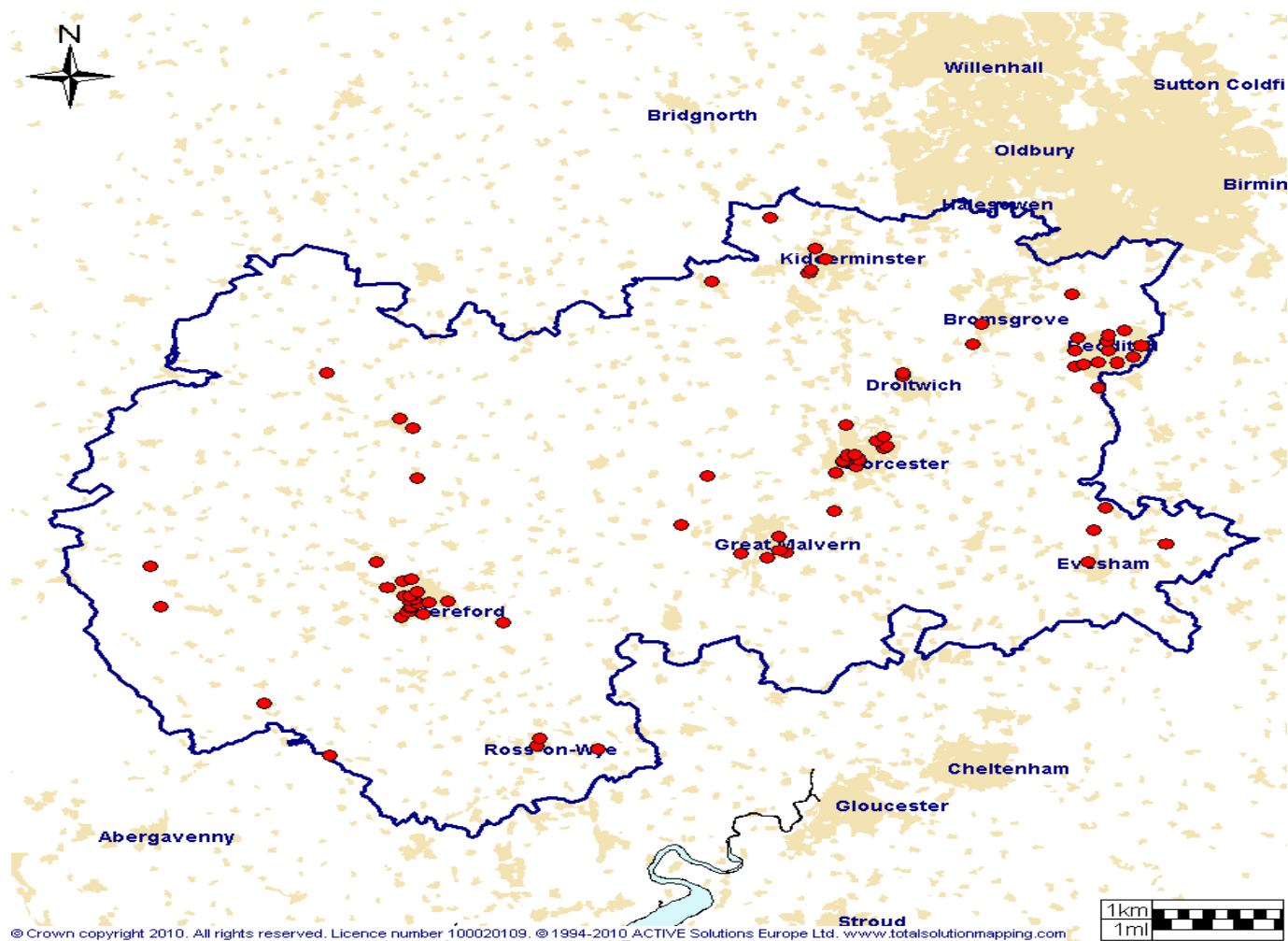
P4 - Number of accidental dwelling fires per 10,000 dwellings



(Figure 14– Number of Accidental fires in dwellings per 10,000 dwellings per year 2006-07 to 2010-11)

37. This indicator measures the number of accidental fires in dwellings per 10,000 dwellings.
38. There were 79 accidental dwelling fires in Quarter 1 2010-11 compared with 91 accidental dwelling fires in the same quarter last year. In Quarter 1 2010-11, 53 out of the 79 accidental dwelling fires started in the kitchen (67.1%), an increase on Quarter 1 2009-10 where 49 out of 91 fires started in the kitchen (53.8%). The fires in Quarter 1 2010-11 were predominately in the urban areas, as shown in the map below.
39. As a result, the projection for the end of the 2010-11 year is that the Service would attend 12.62 accidental dwelling fires per 10,000 dwellings or an estimated 399 accidental dwelling fires compared with a target of 11.96 which equates to 377 accidental dwelling fires.
40. 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. In addition a new Watch Manager has been appointed with the Community Fire Safety department and part of his role will be to link performance to the evaluation of community fire safety initiatives.

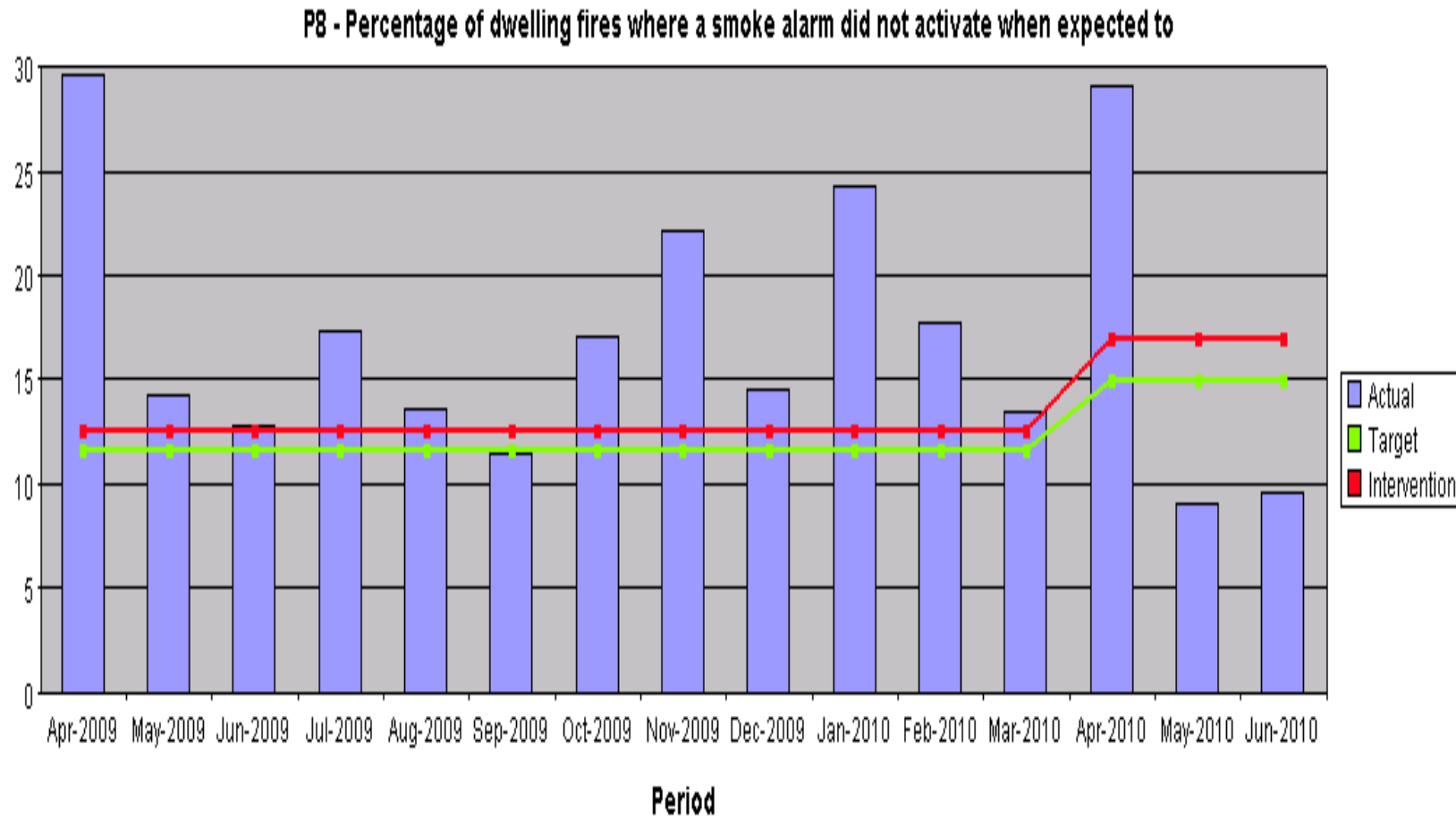
Quarter 1 2010-11 Accidental Dwelling Fires



Activity Key Corvu2010-11 Coloured by Incident Type		
Key	Count	Description
	79	Primary Fire
	79	Total

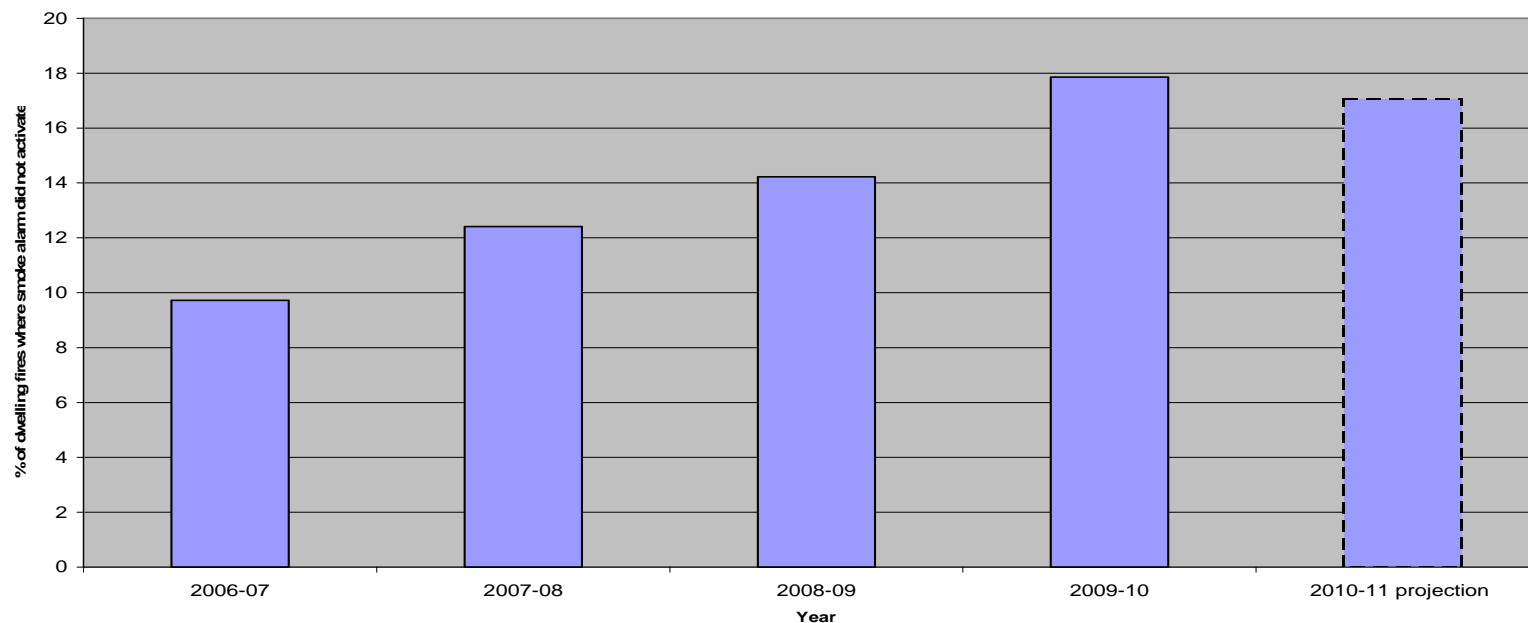
(Figure 15–Map of Accidental fires in dwellings – Quarter 1 2010-11)

Percentage of fires attended in dwellings where the smoke alarm was fitted but did not activate when expected to



(Figure 16– Percentage of fires attended in dwellings where the smoke alarm was fitted but did not activate when expected to, per month April 2009 - June 2010)

P8 - Percentage of fires in dwellings where a smoke alarm was fitted but did not activate when expected to



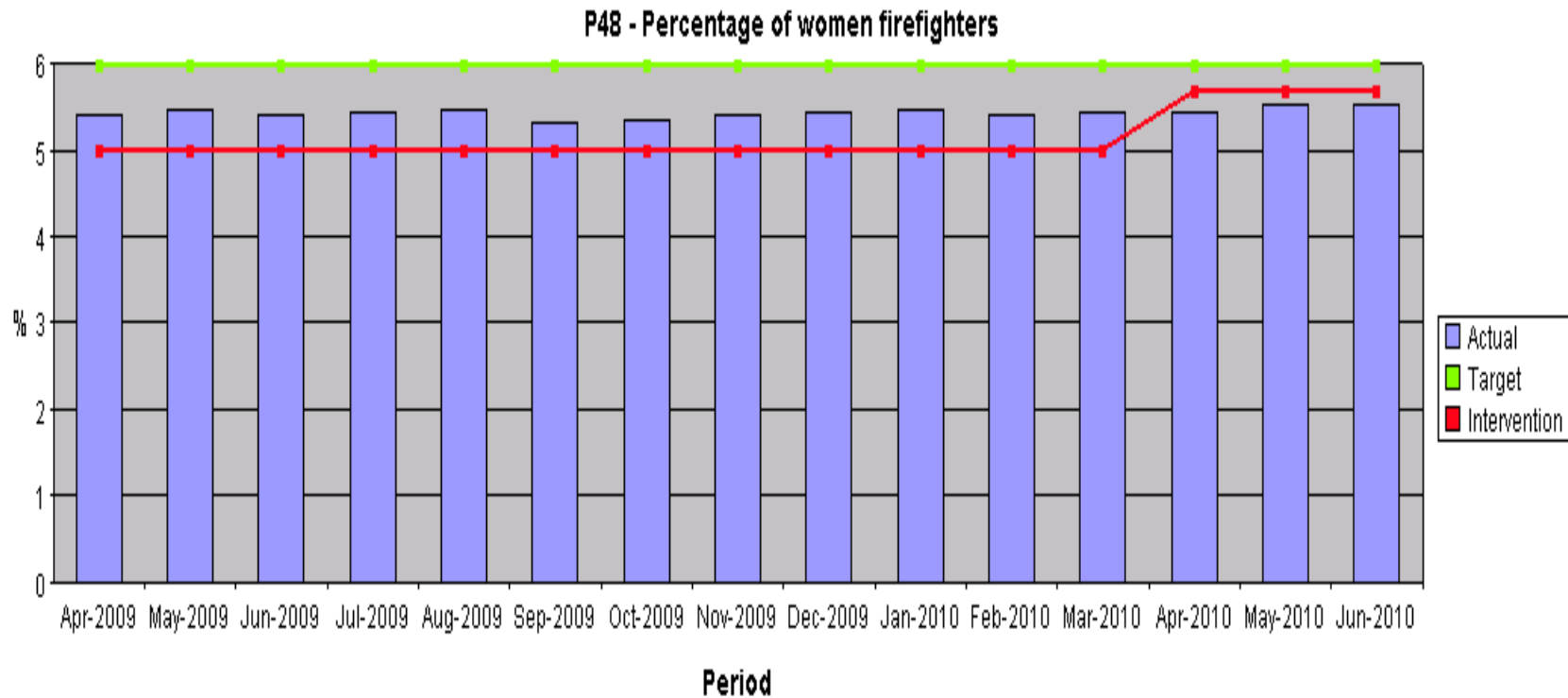
(Figure 17 – Percentage of fires attended in dwellings where the smoke alarm was fitted but did not activate when expected to per year 2006-07–2010-11)

41. The definition for this indicator was amended at the start of 2009-10 to exclude those fires which were not close enough to the detector for the smoke alarm to operate. The above annual graph shows data under the old definition prior to 2009-10 and the revised data from 2009-10. Therefore there should be a marked improvement in performance compared with the data in prior years which was based on the old definition.
42. In Quarter 1 2010-11, 13 out of 88 dwelling fires had a smoke alarm fitted but did not activate (14.7%), compared with 19 out of 96 dwelling fires in the same quarter last year (19.8%). This is an improvement of over 5%. The reasons for this non activation given on IRS system include:
 - 2 incidents where the alarm did not work due to a fault in the system
 - 1 incident where the alarm battery was missing
 - 1 incident where the detector was removed
 - 1 incident where the system was turned off
 - 3 incidents where the reason for the alarm not activating was not known.

- 43. The end of year projection is for 17.7% of dwelling fires would have a smoke alarm fitted but did not activate, which is a slight improvement over the 2009-10 percentage of 17.9%, but would miss the internal stretched target of 15% set for 2010-11.
- 44. The Service continues to fit smoke alarms in domestic dwellings and smoke alarm testing is a key part of the Home Fire Safety Check (HFSC). The forthcoming review of the HFSC processes to focus more on at risk groups will hopefully have a positive effect on performance in this area.

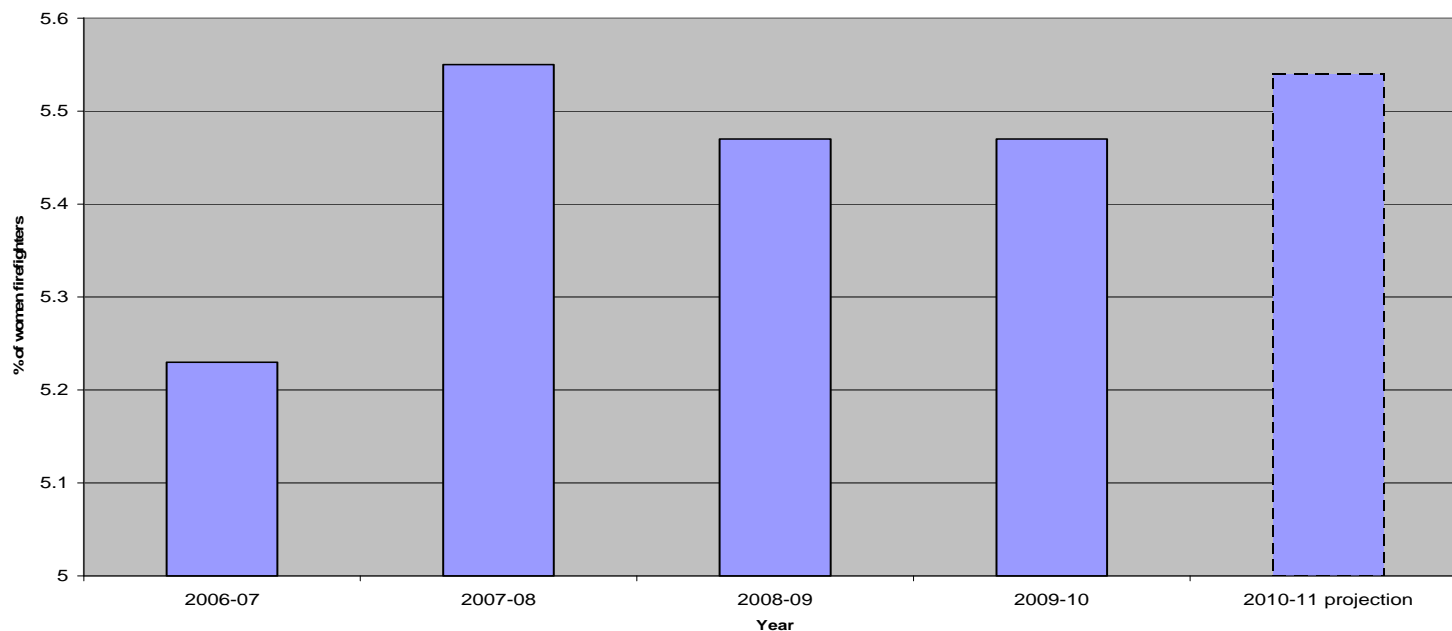
Community

Percentage of women firefighters



(Figure 18 – Percentage of women firefighters per month April 2009 - June 2010)

P48 - Percentage of women firefighters



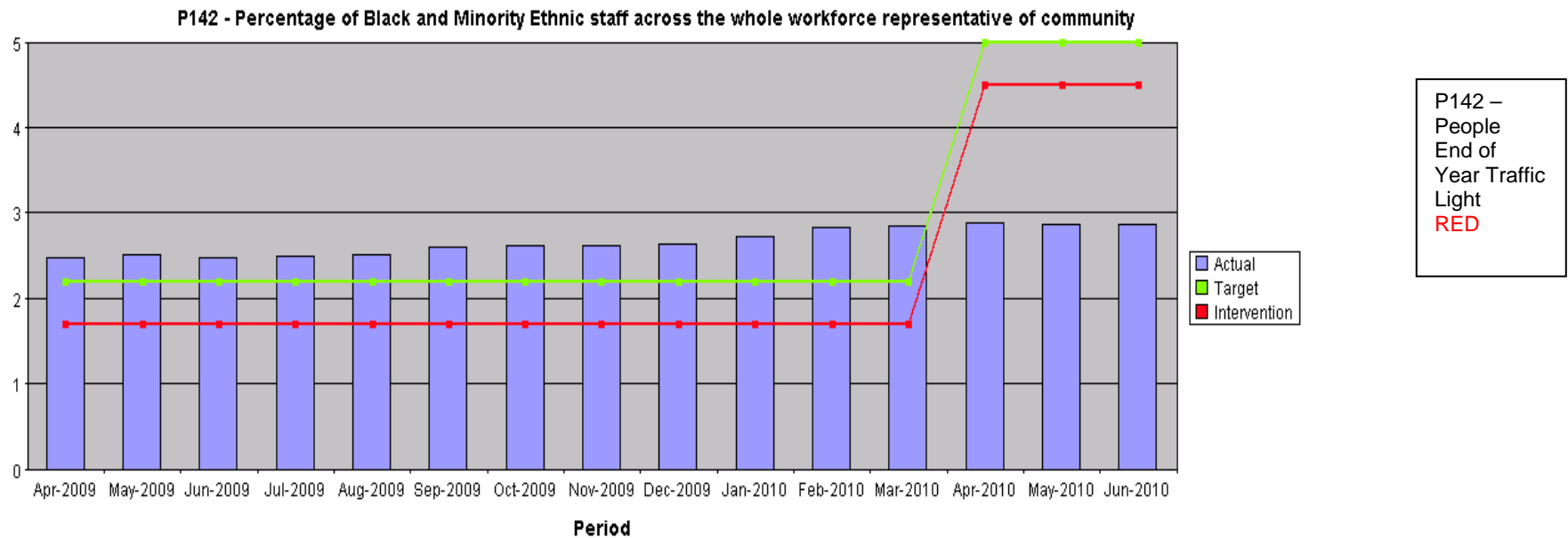
(Figure 19 – Percentage of women firefighters per year 2006-07 – 2010-11)

45. This indicator measures the number of wholetime or retained women firefighters expressed as a percentage of all wholetime or retained firefighters.
46. The percentage of women firefighters at the end of Quarter 1 2010-11 was 5.5% (34.8 woman FTE) which has maintained the percentage of 5.5% at the end of Quarter 4 2009-10 (34.5 woman FTE).
47. 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%.
48. Although there was a commitment made within the National Equality and Diversity Strategy 2008-18 for the proportion of females in operational roles to reach 15%, there was no time limit for the National Fire Service to comply with this. Instead, the Strategy set a national target for percentage of female recruits in the operational sector to be a least 15% by 2013, but these targets have now been dropped. The 6% target for 2010-11 is part of our three-year cycle of improving targets and reflects our commitment to even higher attraction targets for recruitment to reach 18% by 2013 as stated in the BVPP papers of 8th August 2009.

Percentage of top 5% of earners from Black and Minority Ethnic Communities

49. This indicator measures the number of people from Black and Ethnic Minority communities (BME) included in the top 5% of earners in the organisation.
50. The percentage of the top 5% of earners from BME communities at the end of Quarter 1 2010-11 remains at zero as it was at the end of Quarter 4 2009-10.
51. 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.
52. Performance graphs are not appropriate for this indicator as the current percentage is zero and has been for the last three years.

Percentage of Black and Minority Ethnic (BME) staff across the whole workforce representative of community

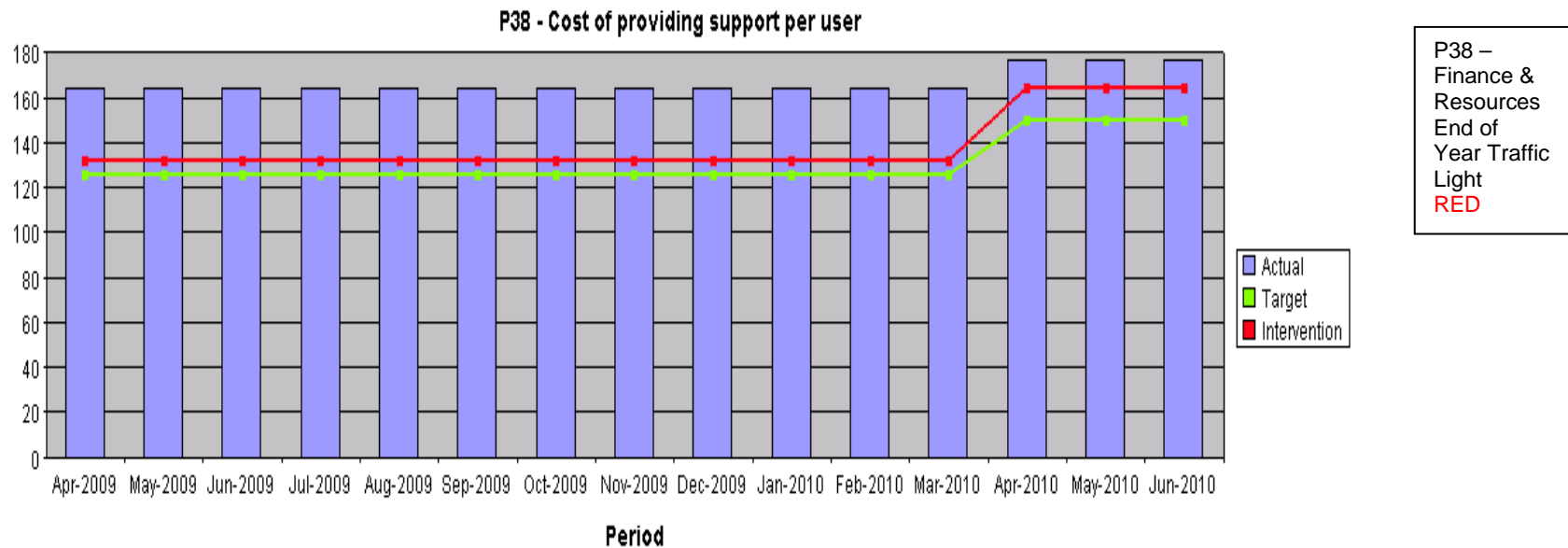


(Figure 20– Percentage of Black and Minority Ethnic (BME) staff across the whole workforce representative of community per month April 2009 – June 2010)

53. This indicator was introduced at the start of 2009-10 and measures the number of staff from Black and Minority Ethnic (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.
54. At the end of Quarter 1 2010-11, the percentage of staff from BME communities was 2.9%, compared to the 5% overall population from BME communities for Hereford & Worcester.
55. If this percentage of 2.9% was maintained to the end of the financial year, it would miss the target set for this indicator of 5%.
56. Even though the proportion of staff from BME communities is increasing and now includes other white as a minority, the Service still does not reflect the community it serves. This significantly reduces the Service's ability to reach and educate communities about the risks from fire. Recruitment can only work slowly to improve diversity 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 Black and Minority Ethnic (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 8th August 2009.

Organisation

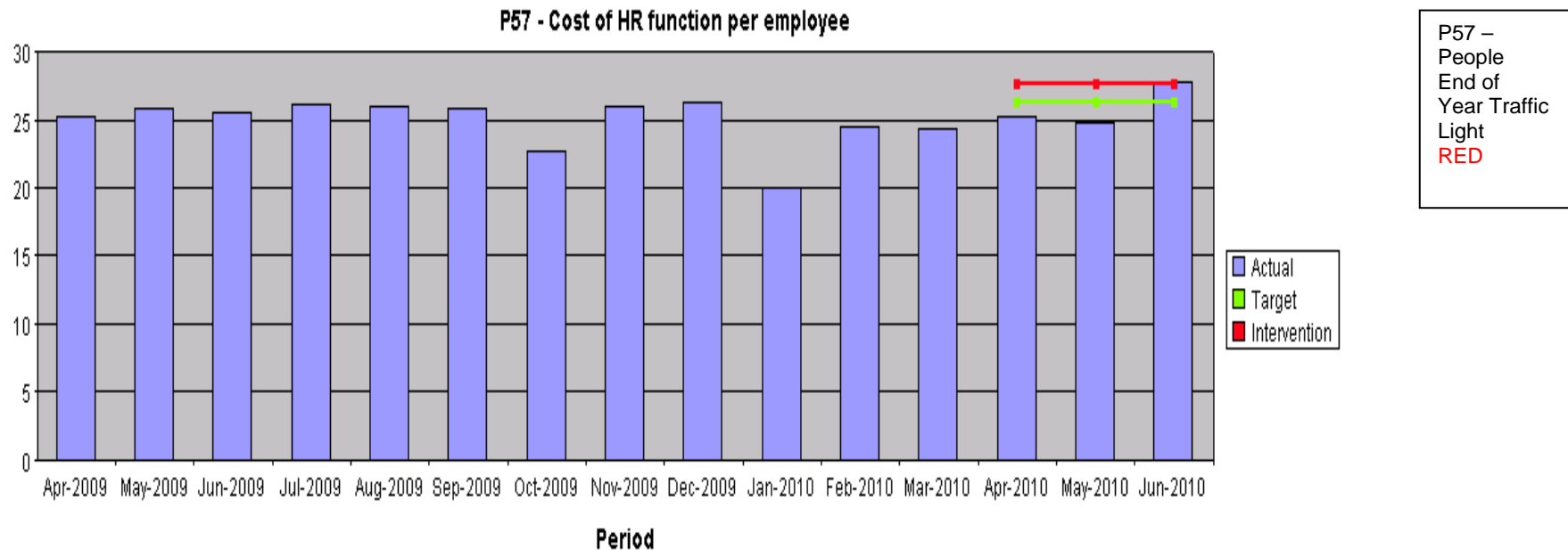
Cost of providing IT support per user



1. (Figure 21– Cost of providing IT support per user per month April 2009 – June 2010)

- 57. This indicator was included in the suite of indicators proposed in the CIPFA/KPMG review of possible benchmarking indicators for the Public Sector. It was introduced by this Service at the start of 2009-10. The cost of providing IT support includes staffing costs for the relevant ICT support staff and their line management and contract costs plus the costs of any dedicated support tools that they use.
- 58. At the end of Quarter 1, the average cost per user was £177. This cost has risen from the cost reported at the end of 2009-10 of £165. This is due to increase in salaries and additional out of hours cover costs.
- 59. As a result, if current performance is maintained until the end of the financial year, the target set for this indicator of £150 will be missed by £27 per user. Benchmarking with similar bodies may allow us to identify possible opportunities/efficiencies in this area.
- 60. This indicator will continue to be collected in anticipation of benchmarking data being available in the near future. Employee costs in all parts of the organisation will continue to be monitored in the light of the current economic climate.

Cost of HR function per employee



(Figure 22 – Cost of HR function per employee per month April 2009 – June 2010)

61. This indicator was included in the suite of indicators proposed in the CIPFA/KPMG review of possible benchmarking indicators for the Public Sector. It was introduced by this Service at the start of 2009-10.
62. The cost of the HR function includes employee costs for all HR staff only (including employers NI, pension and recruitment costs), IT costs, accommodation costs, supplies / consumables, outsourcing costs, and other costs.
63. At the end of Quarter 1, the average cost of the HR function per employee was £27.92 compared with a target of £26.40. This cost has risen from the cost reported at the end of 2009-10 of £24.50 due to increases in the level of basic pay and associated costs.
64. This indicator will continue to be collected in anticipation of benchmarking data being available in the near future. Employee costs in all parts of the organisation will continue to be monitored in the light of the current economic climate, which will enable us to assess our current provision and identify opportunities/efficiencies which can be implemented in the future.

Areas of Focus - Corporate Objectives

65. Paragraphs 69 – 79 below provide a summary of our areas for focus on our corporate objectives. It should be noted that this was the position at the end of June and in some cases significant progress has since been made since then.
66. **Combined Aerial Rescue Pump.** The CARP appliance is showing slippage on time due to the continuation of snagging issues, and as a result the training programme was cancelled for June, however this is due to re-start in August. The vehicle has been recalled by FireBuy in an effort to carry out all of the required modifications to the chassis and computer systems on the vehicle, as well as complete the residual items on the snagging list, in conjunction with GB Fire. Upon completion of quality related tests in July, a formal acceptance test of the appliance will be sought from PMM. Subject to approval, training will continue and the mobilising policy will be ratified to confirm the vehicle's abilities and mode of operation, in conjunction with the appliance being available on the run. Should the vehicle continue to fail to meet operational requirements, steps will be taken to formally initiate the disputes procedure via Firebuy.
67. **Environmental Strategy.** Resources are being developed to deliver the objective to develop and publish our environmental strategy. A meeting involving ACFO Service Support and the Head of Asset Management has been set up for August 2nd in order to agree a way forward.
68. **Strategic Training Facilities (STF's).** Throughout the quarter, high level discussions have taken place and continue to be on-going regarding the project scope and budget provision. Consequently, Evesham and Malvern have been deferred and will be included in a full review of the Asset Management Plan, which will determine the Service need for the location of STFs in line with national guidance to gain efficiencies in the public estate.

69. **Fire Fighting Water Supplies.** The objective to implement a revised structure and processes for a risk based approach to hydrant provision, inspection, testing and maintenance was carried over from 2009/10 and was due to have been completed by April 2010. Work to identify a suitable provision, based on risk, is ongoing and proposals will be brought forward for consideration at the earliest opportunity.
70. **Integrated Clothing Project.** The national Integrated Clothing Project (ICP) provides solutions for Station Work-wear and Operational Personal Protective Equipment (PPE). All contractual elements have been signed to provide new station work-wear before the end of the year and a fully managed PPE provision in 2011. Station Work-wear has been ordered from the supplier, Bristol Uniforms and will be distributed in conjunction with a new Service policy on dress code. With regards to PPE, a systematic sizing exercise across the Service will be undertaken from September with a proposed 'go live' date of end of March 2011. The project is currently showing the risk status of Amber due to managing the project requirement in line with the budget allocation, which is being finalised the end of September based on final PPE provision.
71. **Respiratory Protective Equipment.** Due to RIDDOR reportable accidents occurring in the previous quarter during the training phase, the project had been suspended. Remedial actions were explored and reported to the FRA and PMM. The project has now been recommenced and changes were approved for HWFRS Draeger BA cylinders to include right-angled main valves to improve convenience and airflow restriction valves to mitigate the effects of uncontrolled releases of air from the sets. The Project Team, in consultation with a wider stakeholder group have devised a re-start training programme for approval in July, as well as ensuring that the arrangements for cylinder storage, charging and transportation meets the Service's needs. The training programme will not commence until all aspects are in place and have been approved by PMM. With regards to the budget allocation, the project is currently showing the risk status as Red due to additional funds being requested for the maintenance of the existing BA sets. This is being investigated further by the Head of Asset Management in conjunction with the Director of Finance. It is anticipated that the revised programme will allow the Service to change over to the new B.A. sets towards the end of 2010.
72. **Equal Pay Review.** The objective to implement an equal pay policy based upon the results of a completed audit was carried over from 2009/10 and was due to have been completed by April 2010. The current status is that a desktop exercise has been completed with an action plan due to be presented to PMM before the end of July incorporating an equal pay policy. Failure to complete this objective could have an impact on successful achievement of our commitment to achieve 'Excellent' as defined within the Fire and Rescue Service Equality Framework as well as continued potential non-conformance to the Equal Pay Act of 1970.

73. **Human Resources Information System (HRIS).** The project to implement a new HR system is progressing well and in accordance with its budget allocation. Phase 2 of the training has been deployed to Wholetime and Day Crewed staff via a cascade approach; this is scheduled to be completed by the 31st July 2010. Albeit the projected timescale for the project has encountered a slight delay due to reoccurring issues between HR Connect and the MIS interface which started on the 20th April 2010. The MIS Supplier is continuing to address these emerging issues in an attempt to have the MIS interface completed within the next quarter. As a contingency, the Project Team have been tasked with undertaking a review of the benefits to determine whether the system is realistic when compared to the value of the anticipated benefits and to explore the unexpected side effects of the interface not taking place.
74. **Electronic Document Management System.** This objective covering specification work preparatory to a major investment project/objective in 2011/12 has now been dropped as it is highly improbable that funding for the major project could be made available next year.
75. **RDS Implementation.** Two of the milestones within the Finance Directorate supporting Year 1 commitments within the RDS implementation plan have been postponed due to financial constraints, but will be re-considered in the context of next year's budget. These are:
- Identify a funding stream from within existing resources to provide a suitable level of budget to allocate to RDS recruitment to provide a range of recruitment resources
 - Identify and provide suitable levels of budget to facilitate community engagement, thereby removing the RDS workload demand for Community Safety activities and allowing more time to be spent on training and performing the intervention role.

These issues have been communicated to the RDS Manager and Area Manager - Operational Service Delivery who are currently assessing the implications, and considering other means of delivery including the potential offered through local partnership opportunities.

Contact Officer

Lucy Phillips, Deputy Chief Fire Officer
(0845 12 24454)
lphillips@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ACFO	Assistant Chief Fire Officer
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
ALP	Aerial Ladder Platform
AM	Area Manager
AMP	Asset Management Plan
ARCC	Aeronautical Rescue Co-ordination Centre
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BA	Breathing Apparatus
BACS	Bankers' Automated Clearance System
BCM	Business Continuity Management
BCP	Business Continuity Plan
BME	Black and Minority Ethnic
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
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CAA	Combined Area Assessment
CAFS	Compressed Air Foam Systems
CARP	Combined Aerial Rescue Pump
CBRN	Chemical Biological Radiological Nuclear
CCA	Civil Contingencies Act
CDRP	Crime and Disorder Reduction Partnership
CERMIG	County Emergency Response to Major Incidents Group
CFA	Combined Fire Authority
CFO	Chief Fire Officer
CFOA	Chief Fire Officers Association
CFRMIS	Community Fire Risk Management System
CFS	Community Fire Safety
CIMAH	Control of Industrial Major Accident Hazards
CIPFA	The Chartered Institute of Public Finance and Accountancy
CLG	Department for Communities and Local Government
CM	Crew Manager
COSHH	Control of Substances Hazardous to Health
CPA	Comprehensive Performance Assessment
CPS	Chemical Protection Suits
CRE	Commission for Racial Equality
CRR	Community Risk Register
CS	Community Safety
CSR	Current Spending Review
CSU	Command Support Unit
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DC	District Commander
DCFO	Deputy Chief Fire Officer
DDA	Disability Discrimination Act
DIM	Detection, Identification and Monitoring
DOF	Director of Finance
DoH	Department of Health
DoT	Direction of Travel
DPA	Data Protection Act

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

EA	Environment Agency
EAS	Electronic Availability System
ECS	Enhanced Command Support
EIR	Environmental Information Regulations
EPU	Environmental Protection Unit
ESLG	Equality Standard for Local Government
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FBU	Fire Brigades Union
FDR	Fire Damage Report
FDS	Flexible Duty System
FireLink	The National Project for the introduction of a National Fire Service Radio System
FOIA	Freedom of Information Act
FRA	Fire and Rescue Authority
FRD	Fire Resilience Directorate
FRS	Fire and Rescue Service
FRSNCC	Fire and Rescue Service National Co-ordination Centre
FSC	Fire Service College
FSCA	Fire Service Consultation Association
FSEC	Fire Services Emergency Cover
FSNBF	Fire Service National Benevolent Fund
FSPA	Fire Service Procurement Association
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GM	Group Manager
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HAZMAT	Hazardous Materials
HERMIT	Herefordshire Emergency Response to Major Incidents Team
HFSC	Home Fire Safety Check
HMFSI	Her Majesty's Fire Service Inspectorate
HMI	Her Majesty's Inspector or Inspectorate
HPA	Health Protection Agency
HR	Human Resources
HRIS	Human Resources Information System
HSE	Health & Safety Executive
HWFRS	Hereford & Worcester Fire and Rescue Service
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ICP	Integrated Clothing Project
ICS	Incident Command System
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
IIP	Investors in People
IOSH	Institute of Occupation Safety and Health
IPDR	Individual Performance and Development Review
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
IRS	Incident Recording System
IRU	Incident Response Unit
ISU	Incident Support Unit
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JERA	Joint Emergency Response Arrangements
JFS	Juvenile Fire-setters Scheme
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KPI	Key Performance Indicator
KLOE	Key Lines of Enquiry
LASER	Learning about Safety by Experiencing Risk

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

LEA	Local Education Authority
LFF	Leading Fire Fighter
LGA	Local Government Association
LGV	Light Goods Vehicle
LIBID	London Interbank Bid Rate
LPG	Liquid Petroleum Gas
LPSA	Local Public Service Agreement
LRF	Local Resilience Forum
LRI	Learning Resource International
LSGCM	Long Service and Good Conduct Medal
LSP	Local Strategic Partnership
LTCM	Long Term Capability Management
LTF	Local Training Facilities
MARP	Midlands Area Radio Project
MIS	Management Information Systems
MISAR	Mercia Inshore Search and Rescue
MMFE	Management of Major Flood Emergencies
MoU	Memorandum of Understanding
MTFP	Medium Term Financial Plan
NCFSC	National Community Fire Safety Campaign
NEBOSH	National Examination Board in Occupational Safety and Health
NEET	Not in Education, Employment or Training
NFST	National Flood Support Team
NJC	National Joint Council for Local Authorities' Fire Brigades
NOS	National Occupational Standard
NVQ	National Vocational Qualification
OASD	Operational Assessment of Service Delivery
ODPM	Office of the Deputy Prime Minister
OJEU	Official Journal of the European Union
ORS	Opinion Research Services
PDR	Personal Development Review
PFI	Private Finance Initiative
PI	Performance Indicator
PMM	Principal Management Members
PMSO	Project Management Support Office
PO	Principal Officer
PPE	Personal Protective Equipment
PPP	Policy, Planning and Performance
PSA	Public Service Agreement
PSHE	Personal, Social, Health Education
PSRP	Public Services Radio Project
PWLB	Public Works Loans Board
QSA	Quality Systems Audit
R2R	Rank to Role
RBIP	Risk Based Inspection Programme
RCC	Regional Control Centre
RCCC	Regional Civil Contingencies Committee
RDS	Retained Duty System

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

RHSCG	Regional Health and Safety Collaboration Group
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
RMB	Regional Management Board
RoSPA	Royal Society for the Prevention of Accidents
RPE	Respiratory Protective Equipment
RRF	Regional Resilience Forum
RRO	Regulatory Reform Order
RRT	Regional Resilience Team
RSIG	Road Safety Implementation Group
RTA	Road Traffic Accident
RTC	Road Traffic Collision
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SAP	Systems Application and Products
SARA	Severn Area Rescue Association
SBE	Standards Board for England
SCC	Strategic Command Centre
SCE	Supported Capital Expenditure
SCG	Strategic Command Group
SDA	Service Delivery Agreement
SFSO	Senior Fire Safety Officer
SHA	Strategic Holding Area
SHEBA	Safety in the Home and Electric Under Blanket Assessment
SLA	Service Level Agreement
SM	Station Manager
SOLACE	Society of Local Authority Chief Executives
SoRP	Statement of Recommended Practice
SPI	Service Policy Instruction
SRT	Swift Water Rescue Team
SSI	Special Service Incidents
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T&DC	Training and Development Centre
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UoR	Use of Resources
USAR	Urban Search and Rescue
UWFS	Unwanted Fire Signal
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VMDS	Vehicle Mounted Data System
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WAN	Wide Area Network
WM	Watch Manager
WMRMB	West Midlands Regional Management Board
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YFA	Young Firefighters' Association