



Fife Fire and Rescue Service

Making our communities safe

Planning and Performance Report Autumn 2011



Making Fife a great place to live, work and visit !

Fife Fire and Rescue Service

Mission: Making our communities safe

Lead Officer: Neil McFarlane, Chief Fire Officer

Priorities

The current Council Plan defines the 'Big 8' priorities that the Council will focus upon through to 2011. The Service has a key supporting role in relation to:

- **Improved Community Safety.**
- **Make Fife the leading green Council in Scotland.**
- **Become a top performing Council.**

These strategic priorities have been cascaded from the Council Plan into the Service Planning and Performance Report, which will be presented to the Police, Fire and Safety Committee in November 2011. The Service addresses the delivery of these priorities under 5 themes, as outlined below:

- A. Prevention.**
- B. Intervention.**
- C. Workforce.**
- D. Performance.**
- E. Provide effective management of strategic assets & resources.**

This report provides an update on progress and performance in relation to the Service Planning and Performance Report Spring 2011. Taking each of the five themes in turn, the following pages will summarise:

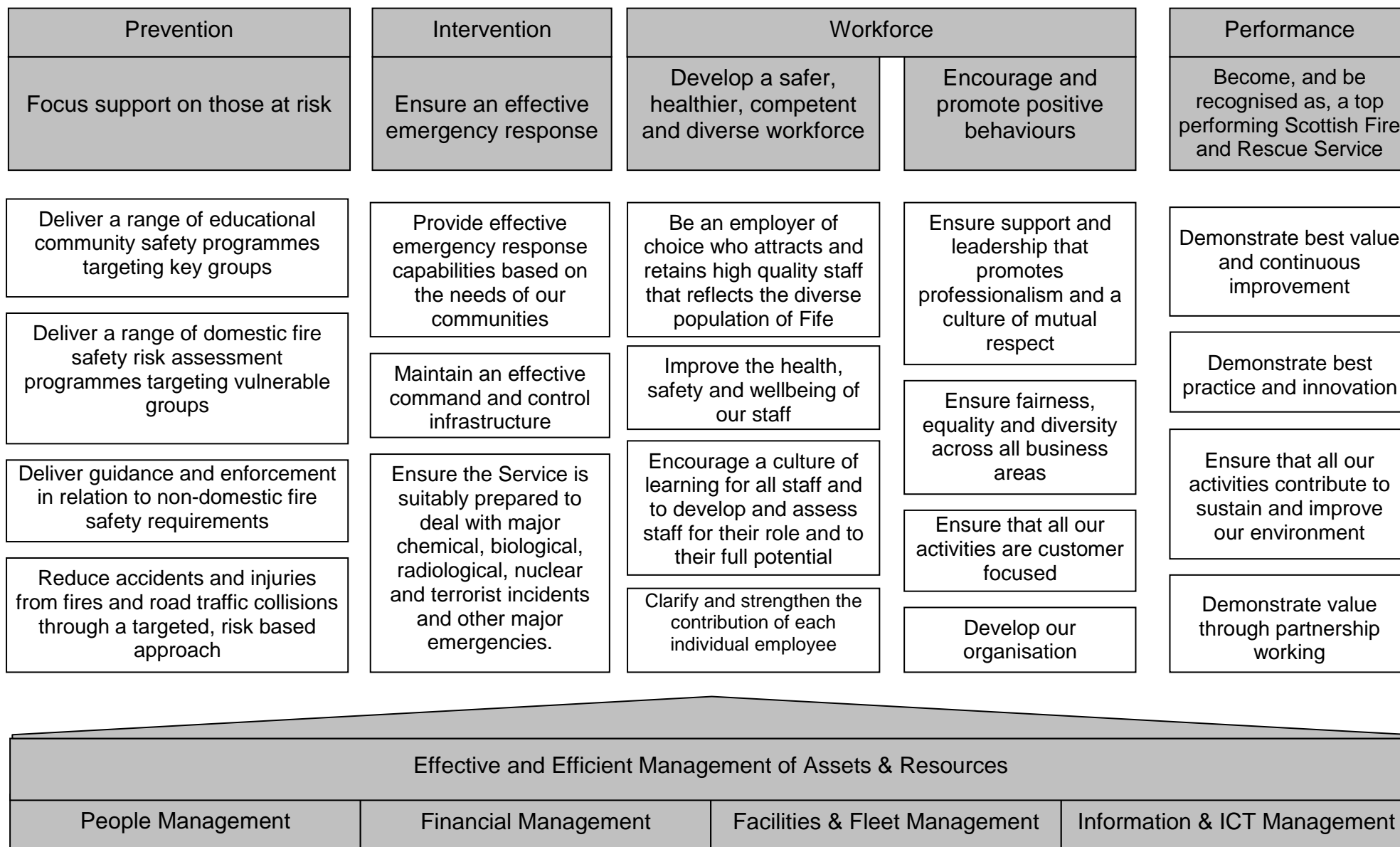
- The key challenges ahead in relation to the outcomes we need to deliver.
- Current progress and achievements i.e. the actions we have taken to address these challenges and deliver these outcomes.
- Current performance.
- Next steps.
- Resource implications.

Further detail is provided in the form of two appendices to the report:

- Appendix 1 provides workforce and financial information, and fulfils Scheme of Delegation reporting requirements.
- Appendix 2 provides the Service Scorecard, updated with the most recent quarterly / annual results.

A fundamental key priority facing the Service is the implementation of Fire Sector Reform and the ambitious timescales set for the merger of eight individual fire and rescue services into a single entity. Fife Fire and Rescue Service will pro-actively participate in the reform programme to ensure the views of all relevant stakeholders are fed into the various programme workstreams. It is anticipated that the resource commitment will be significant and a proportionate and balanced approach will be required to ensure there is no negative impact on our local challenges and outcomes.

Section 1: Strategy Map



Section 2: Progress & Performance

A. Prevention

Challenges:

- Making Fife's communities safer is one of the long term outcome themes, under the high level outcome of 'Reducing Inequalities', within Fife's Community Plan: 2011 to 2020 as well as being central to the National Outcomes on which the Single Outcome Agreements are based. Aligning these outcomes to FFRS strategic objectives will focus our resources on sustainable projects and activities that will continue to improve our performance. Key to this will be the integration of our strategies with the Area Committees and the adoption of the successful Mosaic pilot across the service.
- To ensure that we are delivering the best service in the best way to the appropriate communities or individuals is key to ensuring that we maximise the allocation and use of resources, both physical and time, to reduce the risk to the most vulnerable members of our society. This will be achieved by a fundamental review our community safety engagement model. The review will take place to ensure that we are focussing our priorities/resources appropriately and that they are suitable, sufficient and targeted.

Progress and Achievements:

- Ensuring the Service adds value to the education of young people is essential if we are to ensure safer communities in the future. To enable this, a review of all educational strategies and programmes will take place to align these with the Curriculum for Excellence.
- The Service has been involved in the Community Safety Partnership Strategic Assessment to inform the 2011 – 2014 Community Safety Partnership plan. This review has identified 7 priority outcome aims of which 4 (Less risk from Fire, Less risk from injury in the home, Fewer people are killed or seriously injured on the road and People feel safer) are cornerstones of our current community safety engagement. This will ensure that all community safety partners will be involved in targeting and assisting in the achievement of Making Our Communities Safe.
- The Service has been proactively engaged in a Partnership approach with Social Work for the fitting of 'telecare' alarm systems in homes of vulnerable elderly clients. Not only has this ensured that the backlog of provision has been cleared but also that there has been a significant efficiency realised by Social Work.
- We have been proactively engaged in the provision of 'Wi-fi' smoke alarms to clients identified by Social Work Occupational Therapy service, to those of their vulnerable client group who are identified as having hearing impairment.
- The introduction of a database which allows managers to target their resources to those most at risk in our communities has been rolled out across the service.

Performance:

- We are very encouraged by, but continue to closely monitor the number of accidental dwelling fires (110), which is **14% better than the target for the period.**
- The number of fire incidents resulting in casualties (4) is **77% better than the target for the period.**
- The number of fatal and non-fatal fire casualties (4) is **80% better than the target for the period.**
- The number of secondary fires (599) is **30% better than the target for the period.**
- The number of malicious calls (66) is **23% worse than the target for the period.**
- The number of fires caused by wilful fire raising (102) is **5% better than the target for the period.**
- The number of Home Fire Safety Risk Assessments conducted over the year is **180% better than the target for the period** at 3,088.

Section 2: Progress & Performance

- The number of smoke detectors fitted over the 2 quarters is **20% worse than the target for the period** at 2,590.

Next Steps:

- Ensure all educational programmes comply with the Curriculum for Excellence.
- Carry out a fundamental review of our community engagement model.
- We are aware of the number of malicious calls received and we have already reviewed the Service Policy and Procedure as a result. We will continue to monitor and analyse the number of calls received and take corrective action where appropriate.
- On the back of a review of the Community Safety and Operational liaison, we have changed our approach (including targets) to conducting home fire safety risk assessments and the fitting smoke detectors and this may require some further refinement. We will continue to monitor the performance indicators as part of the review process.

Resource Implications:

- The objectives outlined above have been tailored to align with current resources.

Section 2: Progress & Performance

B. Intervention

Challenges:

- The most fundamental challenge facing the Service will be the reform of the 8 Scottish Fire & Rescue Services into a single entity. Fife Fire & Rescue Service will actively contribute to this agenda to ensure the views of the communities of Fife are fed into the reform project.
- Significant challenges in the operational environment need to be addressed in the coming year. The review of Retained Duty System (RDS) Delivery is wide ranging and cross directorate, we will be concentrating primarily on the operational response element, whilst providing support for the other elements. The RDS play a significant part in the operational emergency cover in Fife and it is therefore imperative that effective, safe and adequate provision is sustained. The Service is moving forward to implement the project proposals that have been established with the vision that all firefighters and managers will receive the same on the job training regardless of duty system. This will be achieved by restricting the type of incidents that RDS firefighters attend in a full operational capacity.
- The Operational assurance process has now been fully developed and the Service will be implementing the system during 2012. The operations directorate will review the system during 2012 to ensure that the project aims are being met.
- Response to incidents involving flooding continues to be a key issue for the Service. The final Flood Response teams will be in place within Fife in early 2012.
- The main challenge for the Operations Planning Department for 2012 will continue to be the implementation of the Scottish Resilience Framework Cycle and Local Risk Assessment Guidance which will replace the current Community Risk Register within the SCG area.

Progress and Achievements:

- The RDS response options project is coming to a conclusion and a report will be submitted to the PFSC in January 2012. Project implementation commences in April 2012 and will come into effect immediately.
- Operational Assurance of Service Delivery will be now ready for implementation and the last strand of the project, operational audits, will commence in January 2012.
- Flood response teams are now in place in five out of the seven identified stations and the remaining two will come on stream in late 2011.
- The transfer of the line rescue capability from Lochgelly to Kirkcaldy fire stations has been suspended indefinitely.
- The pathfinder study investigating the feasibility of collaborating with Lothian & Borders FRS for the provision of Fire Control Services is progressing well. Phases 1 – 3 are complete and phase 4, to provide an option appraisal report has now been prepared and submitted to both FRS's for proof reading. Also, following the announcement on Fire Reform, 'Fire Control' is now one of the CFOA(S) projects sitting within the 'Response and Resilience' portfolio.

Performance:

- We continue to closely monitor our response standards, which are:
 - Dwelling Fires – 1st Pump Attendance is **2% better than the target for the period** at 92.12%.
 - Dwelling Fires – 2nd Pump Attendance is **5% worse than the target for the period** at 89.8%.
 - Road Traffic Collisions – 1st Pump Attendance is **20% worse than the target for the period** at 63.72%.

Section 2: Progress & Performance

Next Steps:

- As the Service moves forward with the Fire reform agenda, the majority of work objectives will see participation in the various workstreams that will take the Service forward.
- We are aware of the poor performance against the two indicators mentioned above and will investigate the underpinning data to establish the root cause of this and report the outcomes to the Service CMT.

Resource Implications:

- The objectives outlined above have been tailored to align with current resources.

Section 2: Progress & Performance

C. Workforce

Challenges:

- A major challenge for the directorate will be to develop and implement a fitness strategy and associated fitness standards for operational firefighters. A cross-service focus group has been established to scope out the initial requirements and produce an action plan. This will be done in conjunction with the development of the Healthy Working Lives programme.
- The directorate also faces a significant challenge in addressing the outcomes and recommendations of the Health and Safety Executive (HSE) Consolidated Report on the Management of Health and Safety in the GB Fire and Rescue Service (October 2010). This will form a corporate objective for the service and will be the primary focus for the directorate during 2011/12.

Progress and Achievements:

- By working in partnership with Fife Council and the other Scottish Fire and Rescue Services we have implemented workforce planning and talent management to the Service. In particular we are currently focussing on producing a workforce reduction strategy to enable the service to meet the required revenue budget cuts.
- We have formed a service-wide focus group to address the findings of the HSE Consolidated Report into the Management of Health and Safety in the GB Fire and Rescue service. Against the action plan phase one for all 6 workstreams is complete and it is anticipated that phase 2 will be complete by mid November 2011; this represents slight slippage against original timescales.
- Occupational Health has been enhanced within the Service with the completion of two objectives the first to deliver psychological first aid training and the second to deliver stress awareness training to all staff. We are now making progress with other aspects of the Stress Action Plan, for example we have arranged for a wider range of services to be provided by specialist consultants to deal with the more complex aspects of stress.
- The introduction of Personal Development Records to all uniformed staff has now been completed along with introduction of Workplace development rate of pay to now include all roles from Crew Manager to Area Manager.
- We continue to make good progress with our corporate objective to review RDS delivery which includes reviewing: recruitment and retention; conditions of service, and competence. We are moving into the final phase of the review of RDS conditions of service and competence for RDS Delivery, currently reviewing RDS contracts.
- The RDS recruitment and retention department objective has now been completed and, with the assistance of external consultants, we have developed a revised corporate RDS marketing strategy and improved RDS application pack. Following a concentrated RDS recruitment drive during the summer of 2010, we have already seen the results of this new strategy with several new RDS firefighters being employed and we have achieved near full Retained Establishment.

Performance:

- Our attendance management results for quarters 1 & 2 2011/12 are:
 - Average number of Rider Shifts lost due to sickness absence is 6% worse **than the target for the period** at 3.38 days per rider.
 - Average number of days lost due to sickness absence for all other staff is **5% better than the target for the period** at 2.56 days per person.
 - Percentage of days lost to long term sickness against total available is 2.91%, which is **0.75% worse than the target for the period**.

Section 2: Progress & Performance

Next Steps:

- On the back of Attendance Management training for all Service managers we have made some improvement in this area, but are aware of the status of indicators 17 and 140 and will continue to monitor these closely so we can take corrective action where appropriate.

Resource Implications:

- The objectives outlined above have been tailored to align with current resources.

Section 2: Progress & Performance

D. Performance

Challenges:

- We seek to become, and be recognised as, a top performing Scottish Fire and Rescue Service and to maintain this position whilst undertaking the most fundamental challenge facing the Service which is the reform of the 8 Scottish Fire & Rescue Services into a single entity. Fife Fire & Rescue Service will actively contribute to this agenda to ensure the views of the communities of Fife are fed into the reform project. Specific challenges in this area are to be considered as part of the Service Development days, which will feed into the Service Planning Process in the Spring
- To contribute to the Council priority to be the leading green council in Scotland we have set a corporate objective for the Service, which Business Services will lead on, that will have implications for all work streams; that is the Service commitment to positively contribute to sustainability. We will make every effort to implement our Carbon Management Plan, which will deliver the target of 3% carbon emission reduction year on year.

Progress and Achievements:

- Following the carbon audit report an action plan has been developed on which work has already commenced. We have formed a project board drawn from people across the Service with clear terms of reference to implement the Carbon Reduction Strategy, this includes:
 - Service training plan
 - Station performance indicators
 - Commitment to participate in the Fife Council Carbon Manager Network
- We continue at a local level to review our framework in light of the recommendations from the FEM assessment which we will feed into the national framework where appropriate. The review of performance indicators and rolling the service scorecard out to form department scorecards has been incorporated into the Service development days, which may extend this objective slightly; meaning it continuing into the next planning year.
- Work on the rollout of the Performance Management software system Covalent is ahead of schedule and the current phase will be complete this planning year. The Service is also piloting the inclusion of Actions and Risks on the Covalent system and this work will assist in the rollout of these modules across other services within Fife Council.
- Work is continuing on our internal procurement strategy to complement the partnership arrangements that we have in place with Fife Council and CFOA(S) procurement work stream; this work should be completed this year.

Performance:

- Our performance on carbon reduction is good in one area and poor against the other two areas. The details of these are included in our scorecard at appendix 2.

Next Steps:

- In light of our performance against carbon reduction, we are developing our existing carbon indicators to segment them, i.e. –
 - Premise fuel (gas and electricity) usage
 - Being developed for inclusion in station plans.
 - Fuel usage – business mileage
 - Being developed to set station and department targets in 2012/13
 - Fuel usage – fleet
 - Being developed to set station and department targets in 2012/13

Section 2: Progress & Performance

Resource Implications:

- The objectives outlined above have been tailored to align with current resources.

Section 2: Progress & Performance

E. Provide Effective Management of Strategic Assets and Resources

Challenges:

- We will contribute to our corporate priority to become recognised as a top performing Scottish Fire and Rescue Service and to demonstrate value through partnership working on the Fire Sector Reform Strategy. The workstreams, led by CFOA(S), are:
 - Prevention and Protection
 - Response and Resilience
 - Workforce
 - Business Support
- To review our fleet provision so we minimise the impact on the environment at the same time providing vehicles that are fit to meet the challenge of environmental changes.

Progress and Achievements:

- Having submitted our proposals, on the outcome of the budget being set in February; we will prepare to implement the measures required to meet the efficiencies submitted for 2012/13
- Further to the review in relation to information security; work to produce a Service Policy and Procedure to comply with the Government Protective Marking Scheme (GPMS) is now complete. This work was progressed in conjunction with Fife Council Information Policy and IT teams as well as Scottish FRS through CFOA(S).
- We can no longer proceed with a complete replacement of the telephony system due to the announcement on Fire Sector Reform, the move away from Fife Council to a single Scottish Fire Service and the high cost of a standalone system. We are now determining the elements of the project that we can still progress to secure and upgrade elements of the existing system, for example installation of video conferencing facilities, replacement of Kilo stream lines, etc.
- Plans have been drawn up for the refurbishment of Cupar Fire Station; however we have failed to secure funding for the capital investment required to complete this work.
- The fleet/transport review of our non-operational vehicles (grey fleet) has been completed by carrying out a cross departmental survey. A new grey fleet booking system has been implemented which will lead to a reduction in grey fleet vehicles in the current financial year.
- Having established that funding is not available for an electronic asset management system we are developing the Lothian and Borders FRS system. This has been adapted and improved so that it is suitable for use by FFRS. Trials are now being undertaken to further develop and improve the system. This objective will carry over into the new planning year.
- As anticipated our new website is now live and we are currently developing social media, in partnership with the Fife Council, to enhance our community engagement provision.
- To comply with the implementation of a Protective Security Strategy for the Fire & Rescue Service, as part of the Government's Counter Terrorism Strategy a Memorandum of Understanding "Security Vetting – Scottish FRS's" has been completed, endorsed by Fife Council Legal Department and signed off by the Scottish FRS and Scottish Government. With regards to the role of the Inter-Agency Liaison Officer (ILO) in Support of Fife Police, it has been agreed through the CFOA(S) Resilience Board that Lothian & Borders FRS and Strathclyde FRS will manage this function on behalf of FFRS and therefore the second part of this objective has been withdrawn.

Section 2: Progress & Performance

Performance:

- The number of complaints is below average for the first 2 quarters at 5; again this is a comparatively small number and **58% below target**.
- The number of invoices paid within 30 days was 95.39%, which is **over 5% better than our 90% target**.

Next Steps:

- We will be working with our partners in the Scottish Fire and Rescue Services and Scottish Government to develop a shared services approach to the Fire Sector Reform Strategy.
- The Service Efficiency Forum, supported by the Efficiency Team, will co-ordinate and prioritise the savings proposals being generated by the Service for 2012/13. The Forum will also ensure their communication strategy continues to complement the Council “Think” communications strategy; to keep all staff informed.

Resource Implications:

- The objectives outlined above have been tailored to align with current resources.

Appendix 1: Workforce and Financial Information

Workforce Information

Establishment				
	Spring 2011		Autumn 2011	
	Affordable	Actual	Affordable	Actual
Wholetime	348 ²	355	346 ³	336
Retained ¹	112	110	112	116
Control	20	19	20	19
Support ⁴	46	43 (38.2)	46	41 ⁵ (36.2)
Total	526	527 (522.2)	524	512 (507.2)

Summary of Changes to Establishment

¹Retained Establishment is quoted as part time equivalent, not full time equivalent
²Affordable Wholetime Establishment corrected as control was counted twice in error.
³Affordable Wholetime Establishment reduced by 2: stage 2 of reviewed crewing arrangements
⁴Support Establishment amended to show number of posts and full time equivalent (FTE)
⁵Affordable Support Establishment reduced by 2: workforce planning.

Financial Information

Budget Distribution by Service Plan Workstream (£'000)	10/11 Actual	11/12 Budget	11/12 Actual
Prevention & Risk Management	1169	1,110	317
Intervention	16,666	15,573	4,941
Workforce	1,068	1,009	328
Assets & Resources	3,528	2,095	-772
Total Budget	22,431	19,787	4,814

Revenue Budget	2009/10	2010/11	2011/12	
Breakdown by Subjective (£'000)	Actual	Actual	Budget	Actual
Employee Costs	23,086	21,098	18,086	5,989
Premises Related Expenditure	807	817	898	150
Transport Related Expenditure	659	627	640	265
Supplies & Services	967	814	885	312
Third Party Payments	49	39	26	8
Transfer Payments				
Support Services	19	7	23	4
Capital Financing Costs				
Former Ring Fenced Funding				
Total Expenditure	25,587	23,402	20,366	6,728
Income	-2,868	-5,267	-3,215	-2,009
Service Managed Budget	22,719	18,135	17,343	4,719
Corporately Managed Budgets	-385	4,296	2,444	95
Net Expenditure	22,334	22,431	19,787	4,814

Capital Budget 2008/11 (£'000) - Capital Sub-Theme	10/11 Actual	11/12 Budget	11/12 Actual
Protecting People & Property	998	1,202	128
Total Budget	998	1,202	128

Appendix 2: Scorecard Results



Service Strategic Committee Scorecard














Key To Report Layout	Previous Years Values	Latest Results Status		
<p>This report shows Service Scorecard Performance Indicators grouped by Service Plan Theme and Sorted by Objective and then PI Reference Number.</p> <p>The middle columns show previous years results to gauge the general performance trend over the last four years.</p> <p>The columns with black headers relate to the latest (current) results for all indicators. For those reported annually this will be last year, for those reported quarterly the latest year to date cumulative results will be shown. A few will still show previous years where these are lagging or biennial indicators. The latest status (or RAG = Red, Amber, Green) refers to the latest result against target for that period.</p>	N/A	- Not introduced at that time - No survey in that period - Result not available		Good Performance - Meeting Target
	N/T	Not Appropriate to set target		Warning – Just Missed Target
	Date	Results/Targets awaited. To Be Confirmed by this date		Alert – Off Target
			No Target/Data Missing	
			Data indicator showing level of Service – No Status	

Theme Intervention

Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	Latest Update (11/12 = YTD)	Latest Value	Latest Target	Latest Status	Annual Target 2011/12
		Value	Value	Value	Value	Value					
Emergency Response	FFRS 14 Response - Dwelling Fire - 1st Pump attendance within 10 minutes	N/A	N/A	93.79%	94.45%	87.6%	Q2 2011/12	92.12%	90%		90%
Emergency Response	FFRS 15 Response - Dwelling Fire - 2nd Pump attendance within 12 minutes	N/A	N/A	89.09%	90.85%	84.2%	Q2 2011/12	89.8%	95%		95%
Emergency Response	FFRS 16 Response - Road Traffic Collisions - 1st Pump attendance within 10 minutes	N/A	N/A	74.74%	79.79%	59.99%	Q2 2011/12	63.72%	80%		80%












Appendix 2: Scorecard Results

Theme Performance

Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	Latest Update (11/12 = YTD)	Latest Value	Latest Target	Latest Status	Annual Target 2011/12
		Value	Value	Value	Value	Value					
Continuous Improvement	FFRS 12 FOI requests handled within 20 day limit	N/A	N/A	99.1%	97.5%	90.43%	Q2 2011/12	93.29%	98%		98%
Continuous Improvement	FFRS 24 Vehicle accident stats - Recorded by number and / or cost to Service	N/A	31	30	22	29	Q2 2011/12	8	11		22
Continuous Improvement	FFRS 25 Vehicle faults - Out with normal service schedule	N/A	605	780	1,197	964	Q2 2011/12	472	N/T		N/T
Continuous Improvement	FFRS 152 FFRS Revenue Expenditure vs Budget (%)	97.16%	98.02%	99.08%	98.14%	98.95%	Q2 2011/12	98.9%	100%		100%
Continuous Improvement	FFRS 153 FFRS Capital Expenditure vs Budget (%)	100%	88.62%	93.43%	104.1%	80.28%	Q2 2011/12	91.78%	100%		100%
Continuous Improvement	FFRS 159 Invoices paid within 30 calendar days as a percentage of all FFRS invoices paid	90.3%	88.5%	90.2%	91.9%	93.28%	Q2 2011/12	92.97%	90%		90%
Improve our Environment	FFRS 43 FFRS Buildings Energy Consumption (million kWh)	4.47	4.07	3.81	3.86	3.6	2010/11	3.6	3.96		3.84
Improve our Environment	FFRS 44 Total FFRS energy consumption - Carbon emissions (Tonnes)	1,265	1,179	1,145	1,123	1,121	2010/11	1,121	1,120		1,086
Improve our Environment	FFRS 45 Total business mileage (1,000's) claimed by FFRS employees (Excl. fleet)	135.94	143.18	124.78	167.41	137.82	Q1 2011/12	31.04	27.87		116.73
Improve our Environment	FFRS 46 Total business mileage claimed by FFRS employees - Carbon emissions (Tonnes - Excl. fleet)	45	47	41	55	45	Q1 2011/12	10	9		38
Improve our Environment	FFRS 47 Total FFRS fleet fuel consumption (1,000's litres)	134.68	148.56	144.51	156.68	149.71	Q2 2011/12	73.84	58.85		115.65
Improve our Environment	FFRS 48 Total FFRS fleet fuel consumption - Carbon emissions (tonnes)	354	396	380	407	389	Q2 2011/12	190	162		303.83
Innovation	FFRS 156 Percentage of FFRS PCs under 5 years old	N/A	97.21%	93.78%	93.33%	92.06%	2010/11	92.06%	80%		80%
















Appendix 2: Scorecard Results

Theme Prevention

Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	Latest Update (11/12 = YTD)	Latest Value	Latest Target	Latest Status	Annual Target 2011/12
		Value	Value	Value	Value	Value					
Domestic fire safety risk assessment	CPI 87 The Number of accidental dwelling fire incidents per 10,000 population	7	6.8	7.35	6.99	6.8	Q2 2011/12	3.01	3.5		6.99
Domestic fire safety risk assessment	FFRS 6 Number of Home Fire Safety Risk Assessments	4,500	3,976	4,724	4,840	4,568	Q2 2011/12	3,088	1100		2,200
Domestic fire safety risk assessment	FFRS 7 Number of Smoke Detectors fitted	N/A	5,439	6,559	7,859	6,353	Q2 2011/12	2,590	3,250		6,500
Educational community safety programmes	FFRS 1 % of young people successfully completing the DiversiFIRE programme	89.9%	100%	94%	90%	93.3%	2010/11	93.3%	90%		90%
Educational community safety programmes	FFRS 2 Number of Secondary Fires	2,362	1,909	1,318	1,363	1,172	Q2 2011/12	559	794		1,588
Educational community safety programmes	FFRS 3 Number of Malicious Calls	157	151	134	88	130	Q2 2011/12	66	53.5		107
Educational community safety programmes	FFRS 4 Number of Fires caused by Willful Fire Raising	320	235	295	174	177	Q2 2011/12	102	107.5		215
Reduce accidents and injuries	CPI 85 The Number of fire incidents resulting in casualties per 10,000 population	1.4	1	1.2	0.55	0.61	Q2 2011/12	0.11	0.48		0.95
Reduce accidents and injuries	CPI 86 The Number of fatal and non-fatal fire casualties per 10,000 population	1.48	1.2	1.4	0.66	0.71	Q2 2011/12	0.11	0.54		1.07
Reduce accidents and injuries	FFRS 5 Number of people attending the Safe Drive Stay Alive programme	4,531	4,200	5,628	4,393	4,400	2010/11	4,400	5,000		4,400
Reduce accidents and injuries	FFRS 13 % of young people who thought that Safe Drive Stay Alive was a worthwhile experience	96%	96%	94%	94%	95%	2010/11	95%	96%		96%

Appendix 2: Scorecard Results

Theme Workforce

Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	Latest Update (11/12 = YTD)	Latest Value	Latest Target	Latest Status	Annual Target 2011/12
		Value	Value	Value	Value	Value					
Customer Focus	FFRS 8 Number of Complaints received dealt with effectively (as per Service policy)	9	12	14	13	8	Q2 2011/12	3	N/T		N/T
Customer Focus	FFRS 9 After the Incident survey (Domestic Properties)	93	97	99	96	99	2010/11	99	98		98
Customer Focus	FFRS 10 Overall Satisfaction of Home Fire Safety Checks	97	98	99	99	99	2010/11	99	99		99
Customer Focus	FFRS 11 Overall Satisfaction of Fire School Safety Visits	82	82	N/A	N/A	N/A	2010/11	N/A	86		86
Customer Focus	FFRS 146 Number of formal FFRS complaints	9	12	14	14	10	Q2 2011/12	5	12		24
Develop our organisation	FFRS 141 Total expenditure on training & development as a percentage of FFRS payroll spend	0.32%	0.21%	0.55%	0.4%	0.16%	2010/11	0.16%	1%		1%
Employer of Choice	FFRS 23 Employee turnover - All staff expressed as a percentage, target is all retirees	5.1%	1.1%	3.1%	1.1%	1.6%	2010/11	1.6%	N/T		N/T
Fairness, Equality and Diversity	FFRS 22 Fair treatment at work: number of applications received	2	1	1	9	2	2010/11	2	N/T		N/T
Health, Safety and Wellbeing	FFRS 17 Average number of working days lost through sickness absence for: Rider shifts only	N/A	N/A	N/A	6.64	5.81	Q2 2011/12	3.38	3.18		6.37
Health, Safety and Wellbeing	FFRS 18 Injury stats – number of RIDDOR injuries reported	14	9	5	7	4	Q2 2011/12	2	N/T		N/T
Health, Safety and Wellbeing	FFRS 139 Average number of working days lost through sickness absence for : All Other Employees	N/A	N/A	2.89	4.61	4.47	Q2 2011/12	2.56	2.7		5.39
Health, Safety and Wellbeing	FFRS 140 Total number of days lost through long-term sickness absence as a percentage of total working days available for all Fife Fire & Rescue Service employees on a rolling year basis	2.67%	2.59%	1.8%	5%	1.86%	Q2 2011/12	2.91%	2.16%		2.16%
Learning and Development	FFRS 20 RDS Personnel: time spent on supervised training to RDS personnel as % of total time available	N/A	86%	86%	80%	81%	2010/11	81%	80%		80%
Learning and Development	FFRS 21 Competence of operational personnel: number of generic risk assessment based training scenarios completed & assessed to required standard by L&D department	N/A	72	72	72	71	2010/11	71	96		96
Support and Leadership	FFRS 19 Leadership & management development: % of staff enrolled on accredited development programmes	N/A	75%	67%	25%	19%	2010/11	19%	25%		25%

Appendix 2: Scorecard Results