



# **Fife Fire and Rescue Service**

*Making our communities safe*

## **Planning and Performance Report Spring 2011**



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

## **Fife Fire and Rescue Service**

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**Mission: Making our communities safe**

**Lead Officer:** Neil McFarlane, Chief Fire Officer

### **Priorities**

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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 Plan, which will be presented to the Police, Fire and Safety Committee in June 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.**

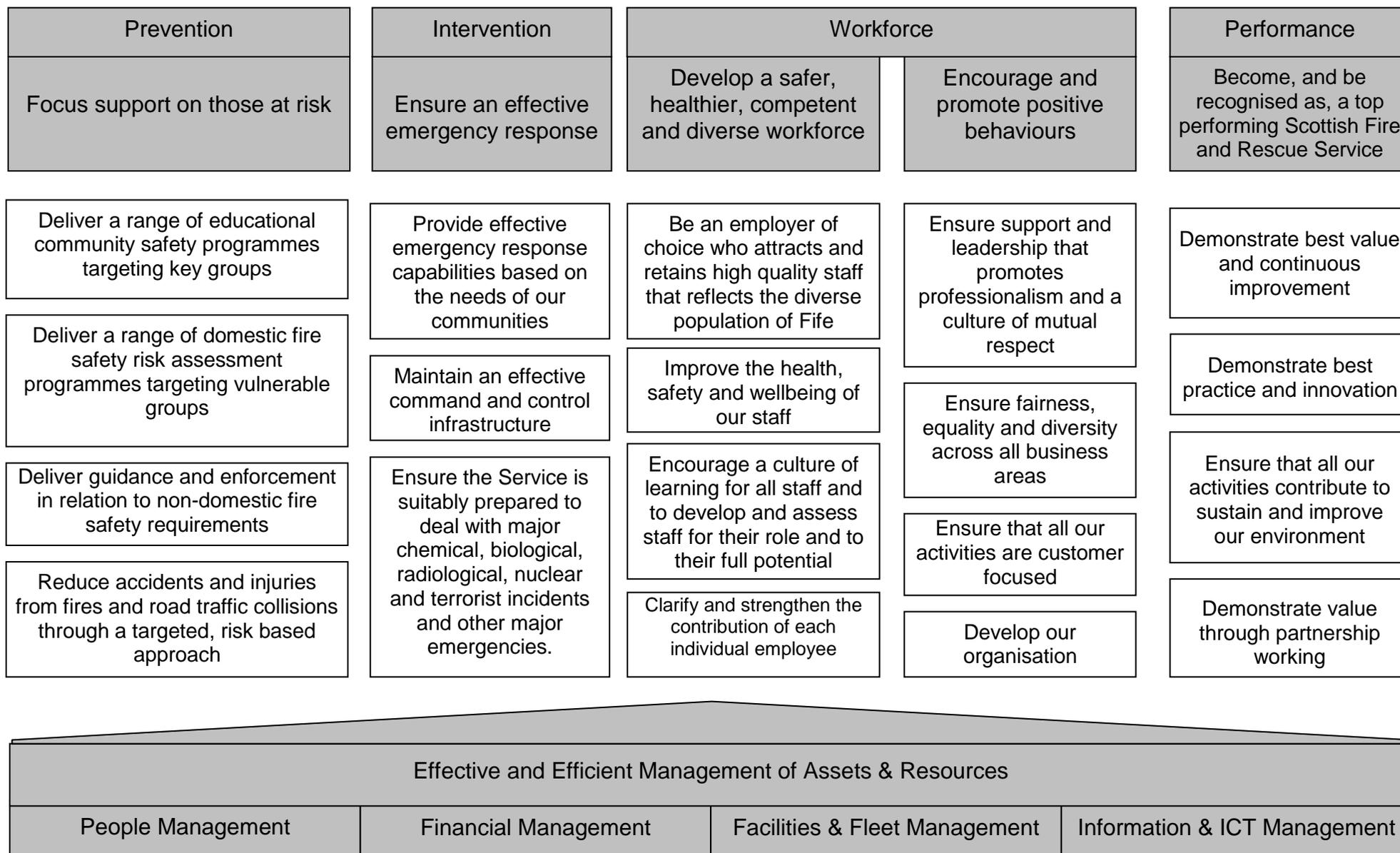
This report provides an update on progress and performance in relation to the Service Planning and Performance Report Autumn 2010. Taking each of the five themes in turn, the following pages will summarise:

- 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.

## Section 1: Strategy Map



## Section 2: Progress & Performance

### A. Prevention

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#### Challenges:

- Making Fife's communities safer is one of 5 key outcome themes within Fife's Community Plan: 'A Stronger Future for Fife,' 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.
- 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.

#### Progress and Achievements:

- The review of Community Safety and Operational liaison is now complete which delivered enhancements including data support and communications. One of the deliverables was the introduction of a database which allows managers to target their resources to those most at risk in our communities. This system was successfully trialled in Methil and will be rolled out across the service.
- The review of the Home Fire Safety Risk Assessment Strategy is complete with liaison and communications links with partners now in place to improve the referral process. The referral process for home fire safety risk assessments has been enhanced with much improved access to NHS and Social Work services. This will allow greater focus on those at greater risk from fire in the community.
- The Service in partnership with the Community Safety Safer Homes task Group has secured agreement with Fife Council Housing Services to fit sprinklers to all new Council built homes in Fife. The partnership received an award from RoSPA in recognition of our achievement.

#### Performance:

- We continue to closely monitor the number of accidental dwelling fires (247), which is **6.9% worse than the target for the period.**
- The number of fire incidents resulting in casualties (22) is **52% better than the target for the period.**
- The number of fatal and non-fatal fire casualties (4 + 22) is **47% better than the target for the period.**
- The number of secondary fires (1172) is **29% better than the target for the period.**
- The number of malicious calls (130) is **17% worse than the target for the period.**
- The number of fires caused by wilful fire raising (177) is **21% better than the target for the period.**
- The number of Home Fire Safety Risk Assessments conducted over the year is **0.7% worse than the target for the period** at 4,658.
- The number of smoke detectors fitted over the 3 quarters is **2.2% worse than the target for the period** at 6,353.

## **Section 2: Progress & Performance**

### **Next Steps:**

- Ensure all educational programmes comply with the Curriculum for Excellence.

### **Resource Implications:**

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

## Section 2: Progress & Performance

### B. Intervention

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#### Challenges:

- 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.
- Operational assurance will form the basis in providing a continuous assessment process. This is to help ensure that personnel are consistently applying the appropriate safe systems and standards of service delivery as defined in the Service policies procedures and operational guidance. The portfolio of technical skills a firefighter must maintain is growing, as exposure to certain incident types decreases. The Operational assurance process has now been fully developed and the Service will be implementing the system during 2011.
- The final strand of the Emergency Response Working Group will see the transfer of Line Rescue provision from Lochgelly fire station to Kirkcaldy fire station. The transition will be seamless and will ensure that the Service continues to provide this emergency capability and will be fully integrated at Kirkcaldy fire station in 2011.
- Response to incidents involving flooding continues to be a key issue for the Service. To ensure that we deliver an effective service to the communities of Fife, flood response teams will be established around Fife in 2011.
- The main challenge for the Operations Planning Department for 2011 will 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.
- Fire Control facilities in Scotland will come under increasing scrutiny. As a result of this, Fife and Lothian and Borders Fire and Rescue Services will undertake a pathfinder study to examine the merits in merging Controls.

#### Progress and Achievements:

- The Service has implemented a comprehensive document management system that ensures that all operational guidance is reviewed and updated on a regular basis. This process ensures that operational firefighters have the right information available to them when they are dealing with emergency incidents.
- The Service has now completed a pilot at Methil fire station focussing a new methodology for targeting home fire safety risk assessments. The pilot has been a huge success and will now be rolled out across the Service.
- Flood response development work has seen all documentation completed, the appropriate kit procured and the training requirements identified.
- The service has developed protocols for conforming to the Government Protective Marking scheme and these are now being utilised within the Service.

#### Performance:

- We continue to closely monitor our response standards, which are:
  - Dwelling Fires – 1<sup>st</sup> Pump Attendance is **2.4% worse than the target for the period** at 87.6%.
  - Dwelling Fires – 2nd Pump Attendance is **10.1% worse than the target for the period** at 84.2%.

## **Section 2: Progress & Performance**

- Road Traffic Collisions – 1<sup>st</sup> Pump Attendance is **20% worse than the target for the period** at 59.99%.

### **Next Steps:**

- Implement the operational response strategy for RDS delivery.
- Implement the operational assurance process framework.
- Establish flood response teams throughout the Service.
- Lead on the pathfinder project between Fife and Lothian and Borders Fire and Rescue Services on the feasibility of merging Fire Controls.

### **Resource Implications:**

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

## Section 2: Progress & Performance

### C. Workforce

#### Challenges:

- To work in partnership with Fife Council to implement 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.
- 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:

- The objective to provide accident investigation training for all relevant managers in the Service is now complete with all training materials now in place.
- 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.
- The introduction of Personal Development Records to all uniformed staff has now been completed along with introduction of Workplace development rate of pay for all newly or temporarily promoted firefighters.
- 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.
- 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 2010/11 are:
  - Average number of Rider Shifts lost due to sickness absence is **12% better than the target for the period** at 5.73 days per rider.
  - Average number of days lost due to sickness absence for all other staff is **11% better than the target for the period** at 4.9 days per person.
  - Percentage of days lost to long term sickness against total available is 2.53%, which is **0.33% worse than the target for the period**.

#### Next Steps:

- We will continue to progress the review of RDS conditions of service and competence for RDS Delivery.
- In partnership with Fife Council, we will continue working towards developing and implementing a workforce reduction strategy as part of overall workforce planning and talent management corporate objective.

## **Section 2: Progress & Performance**

- We will, as a matter of urgency, form 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.

### **Resource Implications:**

- The objectives outlined above have been tailored to align with current reduced resources in the directorate following the service restructure.

## **Section 2: Progress & Performance**

### **D. Performance**

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#### **Challenges:**

- 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.
- We seek to become, and be recognised as, a top performing Scottish Fire and Rescue Service and to demonstrate this through managing the performance of our Service to deliver best value, best practice and value through partnership working. We will build on the outcomes of the Fife Excellence Model Assessment to continue this improvement, further to the review of our performance management framework, by: conducting a comprehensive review of the Service scorecard; implementing Covalent (the performance management software system), and; by improving our engagement with the community.

#### **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
- In terms of performance the work with Central Scotland Fire and Rescue Service and Tayside Fire and Rescue to harmonise of our planning and performance frameworks has been delayed to take account of guidance on the future of the FRS nationally. 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.
- Work on the Consultation register is on track for completion by the end of the year, we are also working to ensure that the register is compatible with the Consultation Diary which is already in place in 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.

#### **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:**

- To enhance our performance management processes we will work with Performance and Organisational Support as partners to review our Service scorecard; an area for improvement identified by the Fife Excellence Model (FEM) assessment in September of 2010.
- We will develop and implement an external communications strategy that encompasses community engagement to ensure we improve our use of customer and stakeholder intelligence.

#### **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**

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#### **Challenges:**

- To identify the measures required to meet the efficiency saving required of the Service for 2012/13
- 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 Conveners National Strategy. The workstreams, led by CFOA(S), are:
  - Workforce
  - Learning & Development (L&D)
  - Procurement (may also include asset management etc)
  - Service Delivery
    - Community Safety
    - Ops Integration
    - IRMP/Standards of Fire Cover
  - Governance & Accountability
  - 21st Century Fire Service

It is anticipated the initial focus to be on Workforce, L & D and Ops Integration
- To research a suitable replacement telephony system for the Service, and; to procure and install the system.
- 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 setting in February; we will implement the measures required to meet the efficiencies submitted for 2011/12
- Further to the review in relation to information security; work is progressing to produce a Service Policy and Procedure to comply with the Government Protective Marking Scheme (GPMS). This work is being progressed in conjunction with Fife Council Information Policy and IT teams as well as Scottish FRS through CFOA(S). Guidance documents and an e-learning module have been produced and a Focus Group has been set up in the Service to take the implementation of the scheme forward.
- Plans have been drawn up for the refurbishment of Cupar Fire Station, we now have to secure funding for the capital investment required to complete this work.
- The work to provide mains gas to St Andrews fire station is now complete and the installation of gas fired central heating will commence by the end of February and be completed thereafter. This in turn will greatly assist us in delivering our carbon reduction targets for 2011/12.
- We have established that funding is not available for an electronic asset management system. We are currently investigating resources to enable work to commence on developing spreadsheets that can be easily imported to any electronic system should funding become available in the future.
- We have, in conjunction with the Council web development team, completed the review and update of the design and content of our new website. Testing has been delayed by the weather conditions of late; however it is anticipated our new site will go live with Fife Direct in the spring.
- To comply with the implementation of a Protective Security Strategy for the Fire & Rescue Service, as part of the Government's Counter Terrorism Strategy, the Service will introduce Inter-Agency Liaison Officers within Fife Fire and Rescue Service. Thus far a draft MOU "Security Vetting – Scottish FRS's" has been completed, endorsed by Fife Council Legal Department and ready for sign off. We are currently working with Fife Police CTSA to draft an MOU between FFRS and Fife Police - "The role of the FFRS ILO in Support of Fife Police"

## **Section 2: Progress & Performance**

### **Performance:**

- The number of complaints is below average for the year at 10; again this is a comparatively small number.
- The number of invoices paid within 30 days was 93.3%, which is **3.3% 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 key areas of work mentioned above, namely Workforce, L & D and Ops Integration.
- The Service Efficiency Forum, supported by an 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.
- We will investigate funding streams for the refurbishment, either wholly or in part, of Cupar Fire Station.
- We will commission third party research to identify a suitable replacement telephone system for the Service. This objective will continue with the procurement and installation of the system.
- As part of our fleet/transport review of our non-operational vehicles (grey fleet) we are conducting a cross departmental survey to determine the most effective and efficient model of transport provision.

### **Resource Implications:**

- Capital funding will be required for the Cupar Fire Station refurbishment. Otherwise, the objectives outlined above have been tailored to align with current resources.

## Appendix 1: Workforce and Financial Information

### Workforce Information

Establishment (Full Time Equivalents)						
	Spring 2010		Autumn 2010		Spring 2011	
	Authorised	Actual	Authorised	Actual	Affordable	Actual
Wholetime	369 <sup>1</sup>	371	369	365	368 <sup>4</sup>	372
Retained <sup>2</sup>	112	101	112	113	112	110
Control	23	22	23	18	20 <sup>5</sup>	19
Support	46 <sup>3</sup>	46	46	43	46	43
<b>Total</b>	<b>550</b>	<b>540</b>	<b>550</b>	<b>539</b>	<b>546</b>	<b>544</b>

**Summary of Changes to Establishment**  
<sup>1</sup> Authorised Wholetime Establishment reduced by 12 to account for efficiency savings 2010/11  
<sup>2</sup> Retained Establishment is quoted as part time equivalent, not full time equivalent  
<sup>3</sup> Authorised Support Establishment increased to include 2 posts externally funded.  
<sup>4</sup> Affordable Wholetime Establishment reduced by 1: stage 1 of reviewed crewing arrangements  
<sup>5</sup> Affordable Control Establishment reduced by 3: workforce planning.

### Financial Information

Budget Distribution by Service Plan Workstream (£'000)	10/11 Budget	10/11 Actual	11/12 Budget
Prevention & Risk Management	1,170	849	1,211
Intervention	16,102	11,264	16,755
Workforce	1,013	777	1,055
Assets & Resources	2,114	1,222	2,112
<b>Total Budget</b>	<b>20,399</b>	<b>14,112</b>	<b>21,133</b>

Revenue Budget	2008/09	2009/10	2010/11		2011/12
Breakdown by Subjective (£m)	Actual	Actual	Budget	Actual	Budget
Employee Costs	22,083	23,086	18,805	13,340	18,013
Premises Related Expenditure	787	807	890	665	905
Transport Related Expenditure	572	659	615	474	628
Supplies & Services	919	967	879	682	880
Third Party Payments	102	49	29	26	26
Transfer Payments					
Support Services	21	19	16	6	16
Capital Financing Costs					
Former Ring Fenced Funding					
<b>Total Expenditure</b>	<b>24,484</b>	<b>25,587</b>	<b>21,234</b>	<b>15,193</b>	<b>20,468</b>
Income	-2,381	-2,868	-3,207	-1,715	-3,211
Service Managed Budget	<b>22,103</b>	<b>22,719</b>	<b>18,027</b>	<b>13,478</b>	<b>17,257</b>
Corporately Managed Budgets	-322	-385	2,372	634	2,426
<b>Net Expenditure</b>	<b>21,780</b>	<b>22,334</b>	<b>20,399</b>	<b>14,112</b>	<b>19,683</b>

## Appendix 1: Workforce and Financial Information

<b>Capital Budget 2008/11 (£'000) - Capital Sub-Theme</b>	<b>10/11 Budget</b>	<b>10/11 Actual</b>	<b>11/12 Budget</b>
Protecting People & Property	1,262	208	964
<b>Total Budget</b>	<b>1,262</b>	<b>208</b>	<b>964</b>

## 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/R	Not Reported/Introduced at that time		Good Performance - Meeting Target
	N/A	Not Appropriate to set target		Warning - Just Missed Target
	N/S	No Survey in that period		Alert - Off Target
	Date	Results/Targets awaited. To Be Confirmed by this date		No Target/Data Missing
			Data indicator showing level of Service - No Status	

#### Theme Intervention

Theme	Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	Latest Update (10/11 = YTD)	Latest Value	Latest Target	Latest Status	2011/12
			Value	Value	Value	Value					Target
Intervention	Emergency Response	FFRS 14 Response - Dwelling Fire - 1st Pump attendance within 10 minutes	N/R	N/R	93.79%	94.45%	Q4 2010/11	87.60%	90%		90%
Intervention	Emergency Response	FFRS 15 Response - Dwelling Fire - 2nd Pump attendance within 12 minutes	N/R	N/R	89.09%	90.85%	Q4 2010/11	84.20%	95%		95%
Intervention	Emergency Response	FFRS 16 Response - Road Traffic Collisions - 1st Pump attendance within 10 minutes	N/R	N/R	74.74%	79.79%	Q4 2010/11	59.99%	80%		80%

## Appendix 2: Scorecard Results

### Theme Performance

Theme	Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	Latest Update (10/11 = YTD)	Latest Value	Latest Target	Latest Status	2011/12
			Value	Value	Value	Value					Target
Performance	Continuous Improvement	FFRS 12 FOI requests handled within 20 day limit	N/R	N/R	99.1%	97.5%	Q4 2010/11	90.43%	98%		98%
Performance	Continuous Improvement	FFRS 24 Vehicle accident stats - Recorded by number and / or cost to Service	N/R	31	30	22	Q4 2010/11	29	22		22
Performance	Continuous Improvement	FFRS 25 Vehicle faults - Out with normal service schedule	N/R	605	780	1,197	Q4 2010/11	964	N/A		N/A
Performance	Continuous Improvement	FFRS 152 FFRS Revenue Expenditure vs Budget (%)	97.16%	98.02%	99.08%	98.14%	Q4 2010/11	98.62%	100%		100%
Performance	Continuous Improvement	FFRS 153 FFRS Capital Expenditure vs Budget (%)	100%	88.62%	93.43%	104.1%	Q4 2010/11	80.28%	100%		100%
Performance	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%	Q4 2010/11	93.28%	90%		90%
Performance	Improve our Environment	FFRS 43 FFRS Buildings Energy Consumption (million kWh)	4.47	4.04	3.77	3.82	Q3 2010/11	2.29	2.51		3.84
Performance	Improve our Environment	FFRS 44 Total FFRS energy consumption - Carbon emissions (Tonnes)	1,265	1,168	1,128	1,097	Q3 2010/11	745	725		1,086
Performance	Improve our Environment	FFRS 45 Total business mileage (1,000's) claimed by FFRS employees (Excl. fleet)	135.94	143.18	124.79	167.41	Q3 2010/11	106.64	86.18		116.74
Performance	Improve our Environment	FFRS 46 Total business mileage claimed by FFRS employees - Carbon emissions (Tonnes - Excl. fleet)	45	47	41	55	Q3 2010/11	35	28		38
Performance	Improve our Environment	FFRS 47 Total FFRS fleet fuel consumption (1,000's litres)	134.68	148.56	144.52	156.68	Q3 2010/11	113.58	90.22		115.65
Performance	Improve our Environment	FFRS 48 Total FFRS fleet fuel consumption - Carbon emissions (tonnes)	354	384	381	407	Q3 2010/11	295	239		304
Performance	Innovation	FFRS 156 Percentage of FFRS PCs under 5 years old	N/R	97.21%	93.78%	93.33%	Q4 2010/11	92.06%	80%		80%

## Appendix 2: Scorecard Results

### Theme Prevention

Theme	Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	Latest Update (10/11 = YTD)	Latest Value	Latest Target	Latest Status	2011/12
			Value	Value	Value	Value					Target
Prevention	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	Q4 2010/11	6.8	6.36		6.99
Prevention	Domestic fire safety risk assessment	FFRS 6 Number of Home Fire Safety Risk Assessments	4,500	3,976	4,724	4,840	Q4 2010/11	4,568	4,600		2,200
Prevention	Domestic fire safety risk assessment	FFRS 7 Number of Smoke Detectors fitted	N/R	5,439	6,559	7,859	Q4 2010/11	6,353	6,500		6,500
Prevention	Educational community safety programmes	FFRS 1 % of young people successfully completing the DiversiFIRE programme	89.9%	100%	94%	90%	2010/11	93.3%	90%		90%
Prevention	Educational community safety programmes	FFRS 2 Number of Secondary Fires	2,362	1,909	1,318	1,363	Q4 2010/11	1172	1654		1,588
Prevention	Educational community safety programmes	FFRS 3 Number of Malicious Calls	157	151	134	88	Q4 2010/11	130	111		107
Prevention	Educational community safety programmes	FFRS 4 Number of Fires caused by Willful Fire Raising	320	235	295	174	Q4 2010/11	177	224		215
Prevention	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	Q4 2010/11	0.61	1.27		0.95
Prevention	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	Q4 2010/11	0.71	1.34		1.07
Prevention	Reduce accidents and injuries	FFRS 5 Number of people attending the Safe Drive Stay Alive programme	4,531	4,200	5,628	4,393	2010/11	4,400	5,000		4,400
Prevention	Reduce accidents and injuries	FFRS 13 % of young people who thought that Safe Drive Stay Alive was a worthwhile experience	96%	96%	94%	94%	2010/11	95%	96%		96%

## Appendix 2: Scorecard Results

### Theme Workforce

Theme	Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	Latest Update (10/11 = YTD)	Latest Value	Latest Target	Latest Status	2011/12
			Value	Value	Value	Value					Target
Workforce	Customer Focus	FFRS 8 Number of Complaints received dealt with effectively (as per Service policy)	9	12	14	13	Q4 2010/11	8	N/A		N/A
Workforce	Customer Focus	FFRS 9 After the Incident survey (Domestic Properties)	93	97	99	96	2009/10	96	98		98
Workforce	Customer Focus	FFRS 10 Overall Satisfaction of Home Fire Safety Checks	97	98	99	99	2009/10	99	99		99
Workforce	Customer Focus	FFRS 11 Overall Satisfaction of Fire School Safety Visits	82	82	N/S	N/S	2007/08	82	83		86
Workforce	Customer Focus	FFRS 146 Number of formal FFRS complaints	1	0	14	14	Q4 2010/11	10	24		24
Workforce	Develop our organisation	FFRS 134 FFRS employee perception of communication: (%) index based on a basket of 19 employee survey questions	N/S	70%	69%	N/S	2008/09	69%	75%		75%
Workforce	Develop our organisation	FFRS 135 FFRS employee perception of achievement culture: (%) index based on a basket of 17 employee survey questions	N/S	74%	72.4%	N/S	2008/09	72.4%	75%		75%
Workforce	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%	2010/11	0.16%	1%		1%
Workforce	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%	2009/10	1.1%	N/A		N/A
Workforce	Fairness, Equality and Diversity	FFRS 22 Fair treatment at work: number of applications received	2	1	1	9	2010/11	2	N/A		N/A
Workforce	Health, Safety and Wellbeing	FFRS 17 Average number of working days lost through sickness absence for: Rider shifts only	N/R	N/R	N/R	6.64	Q4 2010/11	5.73	6.5		6.37
Workforce	Health, Safety and Wellbeing	FFRS 18 Injury stats – number of RIDDOR injuries reported	14	9	5	7	Q4 2010/11	4	N/A		N/A
Workforce	Health, Safety and Wellbeing	FFRS 139 Average number of working days lost through sickness absence for	N/R	N/R	2.89	4.61	Q4 2010/11	4.90	5.52		5.39

## Appendix 2: Scorecard Results

Theme	Objective	Performance Indicator	2006/07	2007/08	2008/09	2009/10	Latest Update (10/11 = YTD)	Latest Value	Latest Target	Latest Status	2011/12
			Value	Value	Value	Value					Target
		: All Other Employees									
Workforce	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%	Q4 2010/11	2.53%	2.2%		2.16%
Workforce	Learning and Development	FFRS 20 RDS Personnel: time spent on supervised training to RDS personnel as % of total time available	N/R	86%	86%	80%	2010/11	81%	80%		80%
Workforce	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/R	72	72	72	2010/11	71	96		96
Workforce	Learning and Development	FFRS 136 FFRS employee perception of employee development: (%) index based on a basket of 10 employee survey questions	N/S	65%	60.4%	N/S	2008/09	60.4%	75%		75%
Workforce	Support and Leadership	FFRS 19 Leadership & management development: % of staff enrolled on accredited development programmes	N/R	75%	67%	25%	2010/11	19%	25%		25%
Workforce	Support and Leadership	FFRS 133 FFRS employee perception of leadership: (%) index based on a basket of 17 employee survey questions	N/S	71%	69.8%	N/S	2008/09	69.8%	75%		75%
Workforce	Support and Leadership	FFRS 137 FFRS employee perception of line management: (%) index based on contribution management 360° feedback survey results	N/S	72.9%	N/S	N/S	2007/08	72.9%	80%		80%