



Fife Fire and Rescue Service

Making our communities safe

Planning and Performance Report Spring 2012



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 2012. 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 Fire & Rescue Transition Committee in June 2012. 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 2011. Taking each of the five themes in turn, the following pages will summarise:

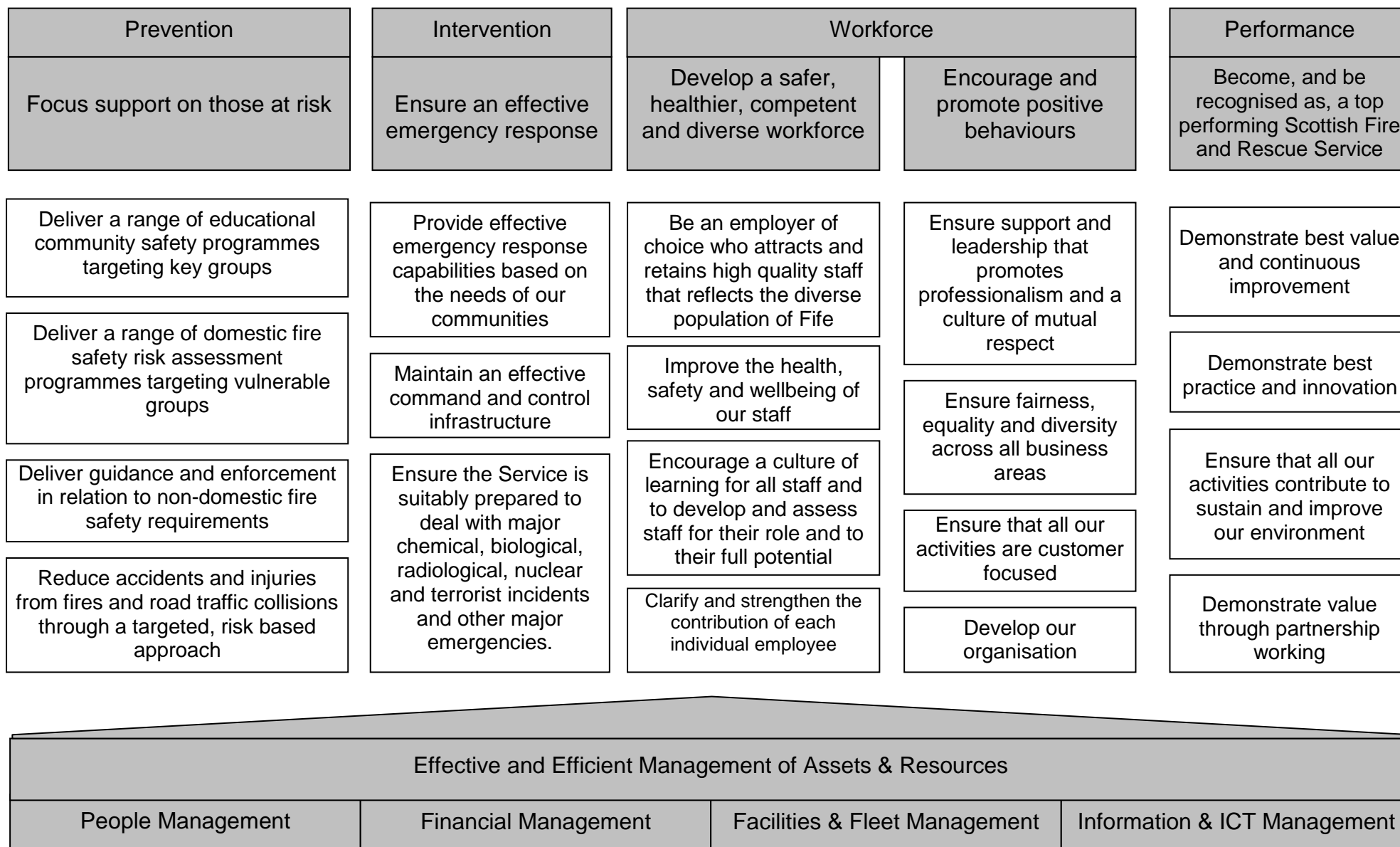
- The key challenges ahead in relation to the outcomes we need to deliver.
- Current progress and achievements i.e. the actions we have taken to address these challenges and deliver these outcomes.
- Current performance.
- Next steps.
- Resource implications.

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. To that end the Service has restructured the Senior Management Forum to take cognisance of the reform and efficiency work.

Section 1: Strategy Map



Section 2: Progress & Performance

A. Prevention

Challenges:

- The most fundamental challenge facing the Service 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. In particular the prevention workstream will concentrate on:
 - Legislative Fire Safety – Governance and staffing
 - Community Safety Engagement
 - Youth Engagement
 - Policy & Procedures
 - Strategic Partnership Unit

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, we are nearing completion of a review of all educational strategies and programmes to align these with the Curriculum for Excellence.
- The Service was involved in the Community Safety Partnership Strategic Assessment to inform the 2011 – 2014 Community Safety Partnership plan, which has now been published. The plan 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, which allows us to target the most vulnerable members of our community.
- We are aware of the number of malicious calls received and we have already reviewed and amended 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.
- The Service has been involved in a fundamental review of the Safe Fifer event. The event will continue to be delivered to all primary 6 pupils but the content will now be delivered through an online portal within schools.

Performance:

- We are very encouraged by the reduction in the number of accidental dwelling fires (235), which is a 5% reduction on last year and **8% better than the target for the period.**
- The number of fire incidents resulting in casualties (20) is 9% down on last year and **42% better than the target for the period.**
- The number of fatal and non-fatal fire casualties (3 + 20) is 12% down on last year and **41% better than the target for the period.**
- The number of secondary fires (1,001) is 15 % down on last year and **37% better than the target for the period.**

Section 2: Progress & Performance

- The number of malicious calls (113) is **6% worse than the target for the period** but 13% down on last year.
- The number of fires caused by wilful fire raising (185) despite being up 5% on last year is **14% better than the target for the period** and the five year trend is down 42%.
- The number of Home Fire Safety Risk Assessments conducted over the year is **140% better than the target for the period** at 5,290
- The number of smoke detectors fitted over the year is **8% worse than the target for the period** at 5,987.

Next Steps:

- As the fire reform agenda progresses nationally, the majority of work objectives will see participation in the various workstreams that will take the Service forward; as outlined in the challenges detailed above.

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 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. In particular the intervention workstream will concentrate on:
 - Operations Intelligence
 - Operations Assurance
 - Appliances and Equipment
 - Fire Investigation
 - Incident Command
 - Integrated Risk Management Planning
 - Fire Control
 - Extraction from Fife Council

Progress and Achievements:

- The Service is nearing completion of 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 Retained Duty System (RDS) firefighters attend in a full operational capacity. To date 26 out of the 32 actions to review RDS delivery are now complete and the remaining 6 are nearing completion. The Service will monitor and review the implementation throughout 2012/13 to ensure that the project aims are being met.
- The Operational assurance process has now been fully implemented and the Service will monitor and review the process throughout 2012/13 to ensure that the project aims are being met.
- Work is continuing to implement the Scottish Resilience Framework Cycle and Local Risk Assessment Guidance which will replace the current Community Risk Register within the SCG area.
- Response to incidents involving flooding continues to be a key issue for the Service and Flood response teams are now in place in the seven identified stations.
- The pathfinder study investigating the feasibility of collaborating with Lothian & Borders FRS for the provision of Fire Control Services is complete with an option appraisal report submitted to both FRS's. This work has now been subsumed by the Fire Reform project as detailed in the challenges above with Fire Control 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 92.3%.
 - Dwelling Fires – 2nd Pump Attendance is **over 4% worse than the target for the period** at 90.5%.
 - Road Traffic Collisions – 1st Pump Attendance is **almost 15% worse than the target for the period** at 65.5%.

Section 2: Progress & Performance

Next Steps:

- As the fire reform agenda progresses nationally, the majority of work objectives will see participation in the various workstreams that will take the Service forward; as outlined in the challenges detailed above.
- We are aware of the poor performance against the two indicators mentioned above and will continue to monitor and review these in parallel with Fire Reform work to establish indicators for the Scottish Fire and Rescue Service.

Resource Implications:

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

Section 2: Progress & Performance

C. Workforce

Challenges:

- The most fundamental challenge facing the Service 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. In particular the workforce workstream will concentrate on:
 - Workforce Planning
 - Learning and Development
 - Human Resource Management
 - Occupational Health
 - Health and Safety
 - Equality & Diversity

Progress and Achievements:

- We are developing 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. We are continuing to make progress and this is being done in conjunction with the development of the Healthy Working Lives Bronze Award programme.
- We will monitor and review the implementation of the objective that addressed 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.
- We continue to work closely with Fife Council and the other Scottish Fire and Rescue Services to implement workforce planning and talent management to the Service.
- 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 and have now arranged for a wider range of services to be provided by specialist consultants to deal with the more complex aspects of stress. This objective is now complete.
- The objective to introduce Personal Development Records to all uniformed staff along with introduction of Workplace development rate of pay to now include all roles from Crew Manager to Area Manager has been completed.
- 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 final phase of the review; to review RDS contracts, will be complete by the end of quarter 1 2012.

Performance:

- Our attendance management results for the year 2011/12 are:
 - Average number of Rider Shifts lost due to sickness absence is **27% worse than the target for the period** at 8.11 days per rider.
 - Average number of days lost due to sickness absence for all other staff is **63% worse than the target for the period** at 8.78 days per person.
 - Percentage of days lost to long term sickness against total available is 3.97%, which is **84% worse than the target for the period**.

Section 2: Progress & Performance

Next Steps:

- As the fire reform agenda progresses nationally, the majority of work objectives will see participation in the various workstreams that will take the Service forward; as outlined in the challenges detailed above.
- In particular to workforce we have to work very closely with HR at a national level to harmonise all staff terms and conditions for the new Fire and Rescue Service.

Resource Implications:

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

Section 2: Progress & Performance

D. Performance

Challenges:

- The most fundamental challenge facing the Service 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. In particular the performance workstream will concentrate on:
 - Performance
 - Information Governance
 - Communications

Progress and Achievements:

- Following the carbon audit report an action plan has been developed on which work has already commenced, this includes:
 - Phase 1 of the Service training plan is 90% complete with all wholetime and RDS station personnel given initial training.
 - A performance indicator for mileage reduction for FDS managers has been introduced
- We continue at a local level to review our performance framework; however this will now be done in partnership with Fife Council and the Scottish Fire and Rescue Service as both are reviewing their frameworks at this time.
- Work to rollout the Performance Management software system (Covalent) performance indicators module is now complete. The Service will continue with this work in phase 2 that will see managers trained on how to manage Actions and Risks on the system and this work will assist in the rollout of these modules across other services within Fife Council.
- Work on our internal procurement strategy, to complement the partnership arrangements that we have in place with Fife Council and CFOA(S) procurement work stream, has been deferred and this has been subsumed by Fire Sector Reform work.
- To complement our website we, in partnership with Fife Council, have developed social media in terms of Twitter and Facebook accounts for the Service; to enhance our community engagement provision.

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:

- As the fire reform agenda progresses nationally, the majority of work objectives will see participation in the various workstreams that will take the Service forward; as outlined in the challenges detailed above.

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:

- The most fundamental challenge facing the Service 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. In particular the assets and resources workstreams will concentrate on:
 - Fleet
 - Environmental
 - Property
 - Finance
 - Procurement
 - PPE
 - Operational equipment
- In addition to the national Fire Sector Reform agenda, there is the local issue of separating FFRS structures and systems from Fife Council. The Service has dedicated a full time resource to ensure the effective and efficient outcome to this project.

Progress and Achievements:

- We have completed the review of 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. This has resulted in a reduction of our grey fleet which we have replaced with two electric cars.
- We are now proceeding with a complete replacement of the telephony system, with some initial equipment already installed; this objective will be complete by March 2013.
- Funding has been secured and plans have been drawn up for the refurbishment of Cupar Fire Station, including a number of carbon reduction initiatives. It is anticipated that work will commence late September 2012.
- 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 on over the current planning year.
- Pre Fire Sector Reform, we are working in partnership with neighbouring Services to investigate shared service initiatives that can be implemented in the early stages of reform.

Performance:

- The number of complaints is below average for the year at 9; again this is a comparatively small number and **63% below target**.
- The number of invoices paid within 30 days was 92.7%, which is **2.7% better than our 90% target**.

Next Steps:

- As the fire reform agenda progresses nationally, the majority of work objectives will see participation in the various workstreams that will take the Service forward; as outlined in the challenges detailed above.

Resource Implications:

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

Appendix 1: Workforce and Financial Information

Workforce Information

Establishment				
	Autumn 2011		Spring 2012	
	Affordable	Actual	Affordable	Actual
Wholetime	346	336	356	336
Retained ¹	112	116	112	112
Control	20	19	20	19
Support ²	46	41 (36.2)	46	41 (36.2)
Total	524	512 (507.2)	524	508 (503.2)

Summary of Changes to Establishment
¹Retained Establishment is quoted as part time equivalent, not full time equivalent
²Support Establishment amended to show number of posts and full time equivalent (FTE)
³Affordable Wholetime Establishment increased by 10 as finance received from Fife Council

Financial Information

Budget Distribution by Service Plan Workstream (£'000)	11/12 Budget	11/12 Actual	12/13 Budget
Prevention & Risk Management	1,062	998	1,109
Intervention	15,620	15,279	15,186
Workforce	943	905	1,004
Assets & Resources	1,411	1,575	1,902
Total Budget	19,036	18,757	19,201

Revenue Budget	2009/10	2010/11	2011/12		2012/13
Breakdown by Subjective (£m)	Actual	Actual	Budget	Actual	Budget
Employee Costs	23,086	21,098	19,894	19,843	17,647
Premises Related Expenditure	807	817	905	871	907
Transport Related Expenditure	659	627	700	736	632
Supplies & Services	967	814	898	746	844
Third Party Payments	49	39	30	37	26
Transfer Payments					
Support Services	19	7	24	13	23
Capital Financing Costs					
Former Ring Fenced Funding					
Total Expenditure	25,587	23,402	22,451	22,246	20,079
Income	-2,868	-5,267	-5,131	-5,179	-3,222
Service Managed Budget	22,719	18,135	17,320	17,067	16,857
Corporately Managed Budgets	-385	4,296	1,716	1,690	2,344
Net Expenditure	22,334	22,431	19,036	18,757	19,201

Capital Budget 2008/11 (£'000) - Capital Sub-Theme	11/12 Budget	11/12 Actual	12/13 Budget
Protecting People & Property	1,228	1,021	956

Appendix 1: Workforce and Financial Information

Total Budget	1,228	1,021	956
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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	













All values are Q4 or year end unless stated otherwise in Latest Update Column

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 2012/13
		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%	2011/12	92.27%	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%	2011/12	90.47%	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%	2011/12	65.45%	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 2012/13
		Value	Value	Value	Value	Value					
Continuous Improvement	FFRS 24 Vehicle accident stats - Recorded by number and / or cost to Service	N/A	31	30	22	29	2011/12	18	22		22
Continuous Improvement	FFRS 25 Vehicle faults - Out with normal service schedule	N/A	605	780	1,197	964	2011/12	965	N/T		N/T
Continuous Improvement	FFRS 152 FFRS Revenue Expenditure vs Budget (%)	97.16%	98.02%	99.08%	98.14%	98.95%	Q3 2011/12	99.12%	100%		100%
Continuous Improvement	FFRS 153 FFRS Capital Expenditure vs Budget (%)	100%	88.62%	93.43%	104.1%	80.28%	2011/12	82.25%	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%	2011/12	92.69%	90%		N/T
Improve our Environment	FFRS 43 FFRS Buildings Energy Consumption (million kWh)	4.39	4.07	3.8	3.86	3.6	Q2 2011/12	1.19	1.25		3.66
Improve our Environment	FFRS 44 Total FFRS energy consumption - Carbon emissions (Tonnes)	1,233	1,172	1,137	1,100	1,095	Q2 2011/12	407	371		1,027
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	Q2 2011/12	64.35	55.32		113.23
Improve our Environment	FFRS 46 Total business mileage claimed by FFRS employees - Carbon emissions (Tonnes - Excl. fleet)	45	47	42	55	45	Q2 2011/12	21	18		37
Improve our Environment	FFRS 47 Total FFRS fleet fuel consumption (1,000's litres)	134.68	148.56	144.51	156.68	149.71	Q3 2011/12	105.24	87.51		112.19
Improve our Environment	FFRS 48 Total FFRS fleet fuel consumption - Carbon emissions (tonnes)	354	396	382	403	385	Q3 2011/12	271	233		295
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 2012/13
		Value	Value	Value	Value	Value					
Domestic fire safety risk assessment	CPI 87 The Number of accidental dwelling fire incidents per 10,000 population	6.95	6.8	7.35	7.05	6.8	2011/12	6.44	6.99		6.85
Domestic fire safety risk assessment	FFRS 6 Number of Home Fire Safety Risk Assessments	4,500	3,976	4,724	4,840	5,558	2011/12	5,290	2,200		2,008
Domestic fire safety risk assessment	FFRS 7 Number of Smoke Detectors fitted	N/A	5,439	6,559	7,859	5,783	2011/12	5,987	6,500		6,500
Educational community safety programmes	FFRS 1 % of young people successfully completing the DiversiFIRE programme	89.9%	100%	94%	90%	93.3%	2011/12	88.6%	90%		90%
Educational community safety programmes	FFRS 2 Number of Secondary Fires	2,362	1,909	1,318	1,363	1,172	2011/12	1,001	1,588		1,556
Educational community safety programmes	FFRS 3 Number of Malicious Calls	157	151	134	88	130	2011/12	113	107		105
Educational community safety programmes	FFRS 4 Number of Fires caused by Wilful Fire Raising	320	235	295	174	177	2011/12	185	215		211
Reduce accidents and injuries	CPI 85 The Number of fire incidents resulting in casualties per 10,000 population	1.4	0.95	1.22	0.55	0.61	2011/12	0.54	0.95		0.93
Reduce accidents and injuries	CPI 86 The Number of fatal and non-fatal fire casualties per 10,000 population	1.48	1.14	1.3	0.66	0.72	2011/12	0.63	1.07		1.05
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	2011/12	4,500	4,400		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 2012/13
		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	2011/12	8	N/T		N/T
Customer Focus	FFRS 9 After the Incident survey (Domestic Properties)	93	97	99	96	99	2011/12	100	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	2011/12	9	24		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%	2011/12	0.18%	1%		N/T
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%	2011/12	5.8%	N/T		N/T
Fairness, Equality and Diversity	FFRS 22 Fair treatment at work: number of applications received	2	1	1	9	2	2011/12	1	N/T		N/T
Health, Safety and Wellbeing	FFRS 17 Rider Shifts Lost Due To Sickness	N/A	N/A	N/A	6.64	5.81	2011/12	8.11	6.37		6.37
Health, Safety and Wellbeing	FFRS 18 Injury stats – number of RIDDOR injuries reported	14	9	5	7	4	2011/12	4	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	N/A	4.61	4.47	2011/12	8.78	5.39		5.39
Health, Safety and Wellbeing	FFRS 140 Long Term Sickness Percentage	2.67%	2.59%	1.8%	5%	1.84%	2011/12	3.97%	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%	2011/12	84%	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	2011/12	96	96		96
Support and Leadership	FFRS 19 Leadership & management development: % of staff enrolled on accredited development programmes	N/A	75%	67%	25%	19%	2011/12	4%	25%		25%