

South Wales Fire and Rescue Service

PERFORMANCE MONITORING REPORT

Quarter 2
April 2010 to September 2010

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

Raising Awareness - Reducing Risk

Introduction

Within South Wales Fire and Rescue Service, our performance management framework consists of the following constituent elements:

- Performance measurement framework
- An appraisal system that provides links between the planning framework and individual improvement targets for all staff
- A monitoring framework to ensure that all targets and action plans are effectively delivered
- A risk management framework that identifies business risk and actions to manage or mitigate them

This is the Quarter 2 Performance Monitoring Report for 2010/11 and it highlights performance for the period April 2010 to September 2010 and includes updates on the:

- Strategic and Core Performance Indicators
- Service Plan actions status
- Improvement Objectives

This Performance Monitoring Report for does not include an update on the:

- Corporate Risk Register

The corporate risk register update for Q2 covered by the six monthly Corporate Risk Register report.

Following consideration by the Senior Management Team and the Finance, Audit and Performance Management Committee, the report is made available to the public via the internet.

The data provided in this report is provisional and may be subject to change for the following reasons:

- There is an inherent delay between an incident occurring and the data being entered electronically
- The data sets included have not been subject to external quality checking and validation
- The transition to IRS in April 2009 may result in nationwide anomalies in reporting compared to previous years

The Performance Management Unit on behalf of the Service Delivery Directorate co-ordinates and compiles this report. All information is extracted from updated Directorate quarterly service plans.

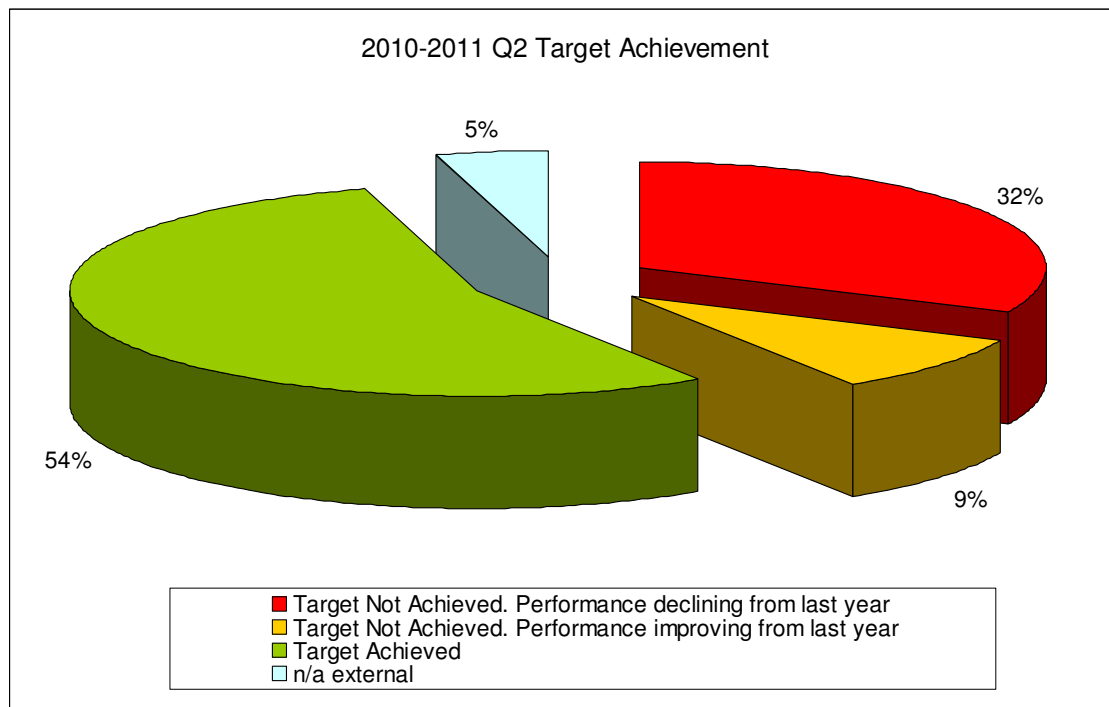
We are continually seeking to improve the Quarterly Performance Monitoring Report and would welcome comments on additional information that you would like to see included in the future. Contact Sarah Watkins on X2011

Executive Summary

Performance Indicators

Appendix 1 outlines our performance for the strategic and core indicators, the graphs highlight the 5 year trend for indicators of note and the current quarter's performance against the projected end of year performance. Where appropriate there is also the Family Group 4 annual average which can be used as a benchmark to assess our performance with that of similar Fire & Rescue Services.

This graph illustrates our performance to date against our Strategic and Core National Indicators. This represents the total number of performance indicators, against our end of year projection, and whether we are likely to achieve our end of year targets based on the actual data from April 2010 – September 2010.



It can be noted that for 63% of the Strategic and Core indicators we expect our end of year performance to either achieve this years target or improve on last years performance.

For 32% of the indicators we are currently projecting to not meet the target.

There are two indicators that refer to the “Percentage of People from Minority Ethnic Groups who are economically active in the Authority Area” and “The Percentage of People who categorise themselves as having a disability in the Authority Area”; for these indicators we have no influence and receive the data from an external source. (5%)

The following indicators are not expected to meet the target and performance is expected to decline compared to last year.

Category	Indicator Ref	Description
Fire Measures	FRS/RRC/S/001 (i)	All Fires Attended per 10,000 population
	FRS/RRC/C/004 (i)	The No of Deliberate Primary Fires per 10,000 population
	FRS/RRC/C/004 (ii)	The No of Deliberate Secondary Fires per 10,000 population
	FRS/RRC/S/001 (ii)	All Primary Fires Attended per 10,000 population
	FRS/RRC/S/001 (iv)	All Deliberate Fires Attended per 10,000 population
Deaths and Injuries	FRS/RRC/C/001 (ii)	The No of Deaths caused by fires started Deliberately in Dwellings per 100,000 population
	FRS/RRC/C/001 (v)	The No of Injuries excluding Precautionary Checks arising from Fires started Accidentally in Dwellings per 100,000 population
	FRS/RRC/C/001 (vii)	The No of Injuries excluding precautionary checks accidentally in premises other than dwellings per 100,000 population
	FRS/RRC/S/002 (iv)	The No of Fire Injuries per 100,000 population
	FRS/RRC/S/002 (v)	The No of Accidental Fire injuries excluding precautionary checks per 100,000 population
Unwanted Alarm Signal Measures	FRS/RRC/C/002 (i)	The No of Malicious False Alarms received by the Authority per 1,000 population
	FRS/RRC/C/003	The No of Total False Alarms caused by AFDs per 1,000 Non-Domestic Properties
Community Fire Safety Measures	FRS/RRC/C/005 (ii)	The Percentage of dwelling fires where Smoke Alarms Fitted but did not activate
People Measures	FRS/CHR/C/005 (ii)	The Total No of WT Uniformed Personnel Ill-Health Retirements as a % of the total WT Uniformed workforce
Value Measures		

Service Plan Actions

Service planning is a key part of the corporate planning process, Directorate plans are drawn up in order to provide a clear statement of what each Directorate is striving to achieve to help realise the corporate vision, aims and objectives.

Service plans are working documents, which are monitored and reviewed throughout the year as circumstances change, and at every end of quarter in line with our Performance Management Framework. The actions contained within the Service plans provide an integral part to our performance as an organisation.

As per our framework, Directorates are requested to update their Service plans quarterly to show progress against performance indicators, actions and any associated business risk. Here is a summary of the action status contained within all Directorate plans:

Directorate Plan	No. of Actions	Green ON TARGET	Amber CAUTION	Red OFF TARGET	Not Reported
Communications and Culture	7	1	5	1	0
Corporate Support	5	5	0	0	0
Service Delivery	7	5	2	0	0
PDS	6	6	0	0	0
People Services	8	6	2	0	0
Totals	33	23	9	1	0

The Directorate Plans are published on the SWFRS website at:

<http://www.southwales-fire.gov.uk/English/aboutus/fireservicepublications/Pages/default.aspx>

Performance Indicators

Below is a matrix showing the overall performance picture at Quarter 2. The Following pages contain a more detailed review of performance by category.

Category	Indicator Ref	Responsible Directorate	Target
Fire Measures	FRS/RRC/S/001 (i)	Service Delivery	
	FRS/RRC/C/004 (i)	Service Delivery	
	FRS/RRC/C/004 (ii)	Service Delivery	
	FRS/RRC/S/001 (ii)	Service Delivery	
	FRS/RRC/S/001 (iii)	Service Delivery	
	FRS/RRC/S/001 (iv)	Service Delivery	
	FRS/RRC/S/003	Service Delivery	
People Measures	FRS/CHR/C/001 (i)	People Services	
	FRS/CHR/C/001 (ii)	People Services	
	FRS/CHR/C/001 (iii)	People Services	n/a external
	FRS/CHR/C/002 (i)	People Services	
	FRS/CHR/C/002 (ii)	People Services	n/a external
	FRS/CHR/C/003	People Services	
	FRS/CHR/C/004 (i)	People Services	
	FRS/CHR/C/004 (ii)	People Services	
	FRS/CHR/C/004 (iii)	People Services	
	FRS/CHR/C/004 (iv)	People Services	
	FRS/CHR/C/005 (i)	People Services	
	FRS/CHR/C/005 (ii)	People Services	
	FRS/CHR/C/005 (iii)	People Services	
	FRS/CHR/C/005 (iv)	People Services	
	FRS/CHR/C/005 (v)	People Services	

Category	Indicator Ref	Responsible Directorate	Target
Community Fire Safety Measures	FRS/RRC/C/005 (i)	Service Delivery	
	FRS/RRC/C/005 (ii)	Service Delivery	
	FRS/RRC/C/005 (iii)	Service Delivery	
Value Measures	FRS/CFH/C/001	Corporate Support	
Deaths and Injuries	FRS/RRC/C/001 (i)	Service Delivery	
	FRS/RRC/C/001 (ii)	Service Delivery	
	FRS/RRC/C/001 (iii)	Service Delivery	
	FRS/RRC/C/001 (iv)	Service Delivery	
	FRS/RRC/C/001 (v)	Service Delivery	
	FRS/RRC/C/001 (vi)	Service Delivery	
	FRS/RRC/C/001 (vii)	Service Delivery	
	FRS/RRC/C/001 (viii)	Service Delivery	
	FRS/RRC/S/002 (i)	Service Delivery	
	FRS/RRC/S/002 (ii)	Service Delivery	
Unwanted Alarm Signal Measures	FRS/RRC/S/002 (iii)	Service Delivery	
	FRS/RRC/S/002 (iv)	Service Delivery	
	FRS/RRC/S/002 (v)	Service Delivery	
	FRS/RRC/S/002 (vi)	Service Delivery	
	FRS/RRC/C/002 (i)	Service Delivery	
FRS/RRC/C/002 (ii)	Service Delivery		
FRS/RRC/C/002 (iii)	Service Delivery		
FRS/RRC/C/003	Service Delivery		

Target not achieved. Performance declining from last year ■ Target not achieved. Performance improving from last year ■ Target achieved ■

Fire Measures

Worthy of note:

5 of the 7 Fire Measures are still showing a predicted performance to “Miss the Target and Decline on last year’s performance”. This is predominantly driven by exceptionally high numbers of grass fires in the first quarter. These are driving all the fire indicators at present particularly in relation to deliberate secondary fires, the total numbers of fires attended and also primary fires (through the selection of primary property types). Merthyr, RCT, Blaenau Gwent and Caerphilly incident numbers are still driving several indicators. These UAA’s are to be targeted to establish improvement actions.

Notable Good practice:

The number of Fires in Non-domestic Properties is still showing a promising performance.

Fire Measures																			
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/S/001 (i)	All Fires Attended per 10,000 population	↓	<table border="1" style="display: none;"> <caption>Performance Data for All Fires Attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Performance</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>~105</td> </tr> <tr> <td>2007/8</td> <td>~100</td> </tr> <tr> <td>2008/09</td> <td>~75</td> </tr> <tr> <td>2009/10</td> <td>~75</td> </tr> <tr> <td>2010/11</td> <td>~105</td> </tr> <tr> <td>FG4 Av.</td> <td>~70</td> </tr> </tbody> </table>	Year	Performance	2006/7	~105	2007/8	~100	2008/09	~75	2009/10	~75	2010/11	~105	FG4 Av.	~70	Recovering from the spate conditions in the first quarter, incident levels on a par with previous two years.	7536
Year	Performance																		
2006/7	~105																		
2007/8	~100																		
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FG4 Av.	~70																		

Fire Measures																			
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/S/001 (ii)	All Primary Fires Attended per 10,000 population	↓	<table border="1"> <caption>Data for All Primary Fires Attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>14.0</td> </tr> <tr> <td>2007/8</td> <td>13.5</td> </tr> <tr> <td>2008/09</td> <td>13.0</td> </tr> <tr> <td>2009/10</td> <td>13.0</td> </tr> <tr> <td>2010/11</td> <td>6.5</td> </tr> <tr> <td>FG4 Av.</td> <td>13.0</td> </tr> </tbody> </table>	Year	Value	2006/7	14.0	2007/8	13.5	2008/09	13.0	2009/10	13.0	2010/11	6.5	FG4 Av.	13.0	<p>Suspect the change on incident types in IRS has had an effect on this indicator, large grass fires and forestry fires are also contributing to this. Slight increase from the same period last year but following the same profile. Blaenau Gwent, RCT, Caerphilly and Merthyr have the highest level of incidents. These are the same four UUA's being targeted to address S001 (i)</p>	1749
Year	Value																		
2006/7	14.0																		
2007/8	13.5																		
2008/09	13.0																		
2009/10	13.0																		
2010/11	6.5																		
FG4 Av.	13.0																		
FRS/RRC/S/001 (iv)	All Deliberate Fires Attended per 10,000 population	↓	<table border="1"> <caption>Data for All Deliberate Fires Attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>88</td> </tr> <tr> <td>2007/8</td> <td>85</td> </tr> <tr> <td>2008/09</td> <td>60</td> </tr> <tr> <td>2009/10</td> <td>58</td> </tr> <tr> <td>2010/11</td> <td>88</td> </tr> <tr> <td>FG4 Av.</td> <td>30</td> </tr> </tbody> </table>	Year	Value	2006/7	88	2007/8	85	2008/09	60	2009/10	58	2010/11	88	FG4 Av.	30	<p>Recovering from the spate conditions in the first quarter, incident levels on a par with previous two years.</p>	6337
Year	Value																		
2006/7	88																		
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FG4 Av.	30																		

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FRS/RRC/C/004 (ii)	The No of Deliberate Secondary Fires per 10,000 population	↓	<table border="1"> <caption>Deliberate Secondary Fires per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>~70</td> <td>~65</td> </tr> <tr> <td>2007/8</td> <td>~68</td> <td>~60</td> </tr> <tr> <td>2008/09</td> <td>~48</td> <td>~55</td> </tr> <tr> <td>2009/10</td> <td>~45</td> <td>~48</td> </tr> <tr> <td>2010/11</td> <td>~118</td> <td>~45</td> </tr> <tr> <td>FG4 Av.</td> <td>~25</td> <td>-</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	~70	~65	2007/8	~68	~60	2008/09	~48	~55	2009/10	~45	~48	2010/11	~118	~45	FG4 Av.	~25	-	Recovering from the spate conditions in the first quarter.	5457
Year	Actuals	Target																								
2006/7	~70	~65																								
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FG4 Av.	~25	-																								
FRS/RRC/C/004 (i)	The No of Deliberate Primary Fires per 10,000 population	↓	<table border="1"> <caption>Deliberate Primary Fires per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>~18</td> <td>~17</td> </tr> <tr> <td>2007/8</td> <td>~15</td> <td>~15</td> </tr> <tr> <td>2008/09</td> <td>~13</td> <td>~13</td> </tr> <tr> <td>2009/10</td> <td>~12</td> <td>~11</td> </tr> <tr> <td>2010/11</td> <td>~14</td> <td>~11</td> </tr> <tr> <td>FG4 Av.</td> <td>~3.5</td> <td>-</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	~18	~17	2007/8	~15	~15	2008/09	~13	~13	2009/10	~12	~11	2010/11	~14	~11	FG4 Av.	~3.5	-	Incidents running at lower levels than previous two years. Anticipate that actual end of year performance will be on par with last year	880
Year	Actuals	Target																								
2006/7	~18	~17																								
2007/8	~15	~15																								
2008/09	~13	~13																								
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FG4 Av.	~3.5	-																								

Fire Measures																										
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals																					
FRS/RRC/S/001 (iii)	All Accidental Fires in Dwellings per 10,000 dwellings	↓	<table border="1"> <caption>Performance Data for All Accidental Fires in Dwellings</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>14.0</td> <td>13.5</td> </tr> <tr> <td>2007/8</td> <td>13.5</td> <td>13.5</td> </tr> <tr> <td>2008/09</td> <td>13.0</td> <td>13.5</td> </tr> <tr> <td>2009/10</td> <td>13.0</td> <td>13.5</td> </tr> <tr> <td>2010/11</td> <td>12.5</td> <td>13.5</td> </tr> <tr> <td>FG4 Av.</td> <td>13.0</td> <td>13.5</td> </tr> </tbody> </table>	Year	Actual	Target	2006/7	14.0	13.5	2007/8	13.5	13.5	2008/09	13.0	13.5	2009/10	13.0	13.5	2010/11	12.5	13.5	FG4 Av.	13.0	13.5	There has been a significant rise in accidental dwelling fires over this quarter. Incidents in Merthyr and Torfaen driving the indicator. It is vital to increase targets for HFSC's for stations in these areas.	390
Year	Actual	Target																								
2006/7	14.0	13.5																								
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FRS/RRC/S/003	The No of Fires in Non-domestic premises per 1,000 non domestic properties	↓	<table border="1"> <caption>Performance Data for The No of Fires in Non-domestic premises</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>12.5</td> <td>12.5</td> </tr> <tr> <td>2007/8</td> <td>12.5</td> <td>12.5</td> </tr> <tr> <td>2008/09</td> <td>10.5</td> <td>12.5</td> </tr> <tr> <td>2009/10</td> <td>13.5</td> <td>12.5</td> </tr> <tr> <td>2010/11</td> <td>13.0</td> <td>12.5</td> </tr> <tr> <td>FG4 Av.</td> <td>9.5</td> <td>12.5</td> </tr> </tbody> </table>	Year	Actual	Target	2006/7	12.5	12.5	2007/8	12.5	12.5	2008/09	10.5	12.5	2009/10	13.5	12.5	2010/11	13.0	12.5	FG4 Av.	9.5	12.5	127 incidents in the quarter. A widespread of property types involved no apparent trends.	272
Year	Actual	Target																								
2006/7	12.5	12.5																								
2007/8	12.5	12.5																								
2008/09	10.5	12.5																								
2009/10	13.5	12.5																								
2010/11	13.0	12.5																								
FG4 Av.	9.5	12.5																								

Deaths and Injuries

Worthy of note:

There was one fire death in Q1, (Deliberate Domestic), awaiting the coroners report.

No accidental dwelling fire deaths.

Fire injuries have shown a marked increase in Q2, a total of 61 injuries compared to 23 in Q1. Accidental dwelling fire injuries are driving this.

Notable Good practice:

No accidental fire deaths, domestic or non domestic. It can be noted that SWFRS performance in Accidental Dwelling Fires outstrips the FG4 average.

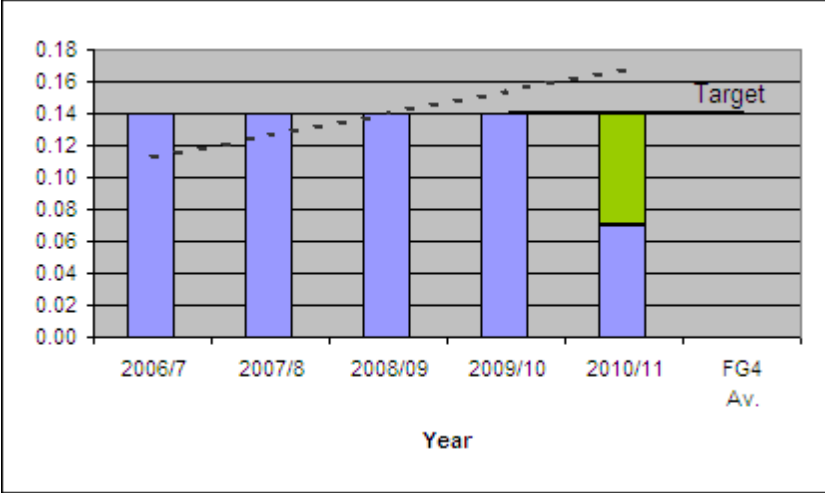
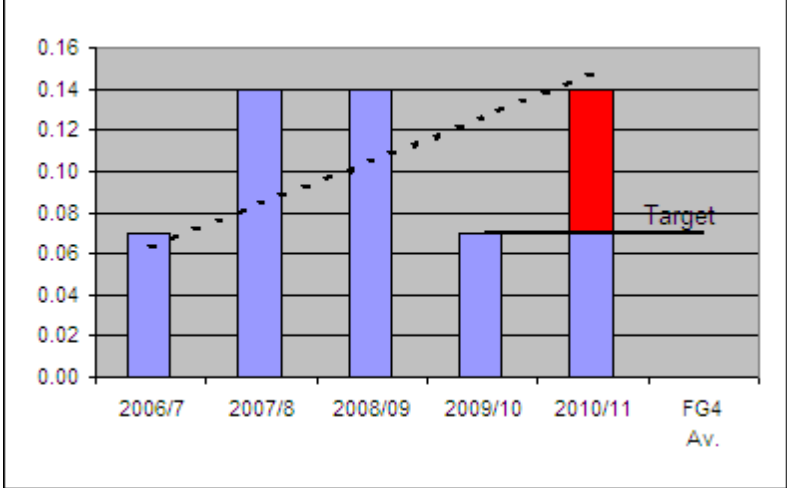
The number of Deliberate Fire injuries are very low this year it is believed that arson reduction initiatives are impacting this indicator.

Deaths and Injuries					
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals
FRS/RRC/C/001 (i)	The No of Deaths caused by fires started Accidentally in Dwellings per 100,000 population	↓	<p>The chart displays the number of deaths per 100,000 population from 2006/7 to 2010/11. The y-axis ranges from 0.00 to 0.50. The x-axis shows the years: 2006/7, 2007/8, 2008/09, 2009/10, 2010/11, and FG4 Av. A dashed line represents the target, which starts at approximately 0.38 in 2006/7 and decreases to about 0.18 by 2010/11. The bars show actual performance: 2006/7 is ~0.07, 2007/8 is ~0.42, 2008/09 is ~0.42, 2009/10 is ~0.14, and 2010/11 is ~0.46. The FG4 Av. is ~0.46.</p>	No incidents this year.	0


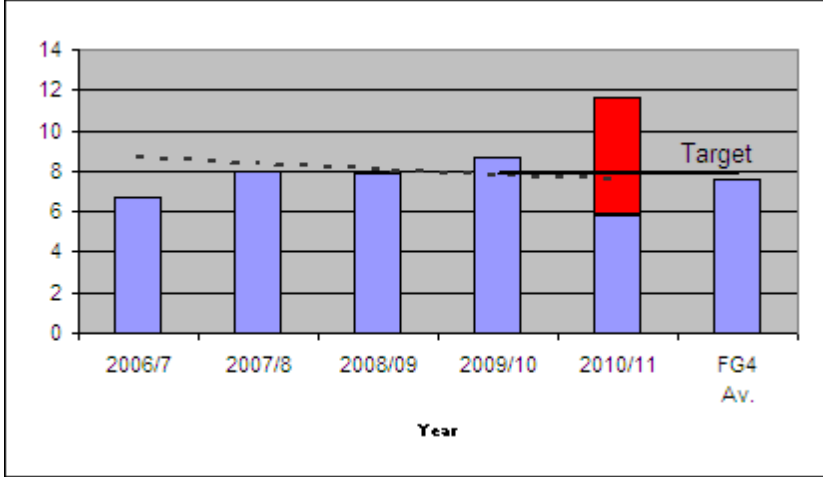

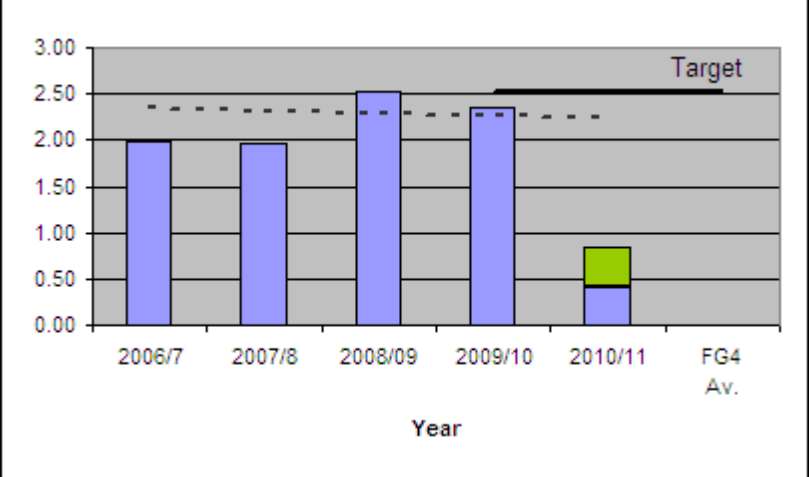
Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/S/002 (i)	The No of Fire Deaths per 100,000 population	↓	<table border="1"> <caption>Fire Deaths per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.28</td> </tr> <tr> <td>2007/8</td> <td>0.75</td> </tr> <tr> <td>2008/09</td> <td>0.68</td> </tr> <tr> <td>2009/10</td> <td>0.28</td> </tr> <tr> <td>2010/11</td> <td>0.12</td> </tr> <tr> <td>FG4 Av.</td> <td>0.52</td> </tr> </tbody> </table>	Year	Value	2006/7	0.28	2007/8	0.75	2008/09	0.68	2009/10	0.28	2010/11	0.12	FG4 Av.	0.52	Coroners report expected later this month for the incident in the first quarter. No further incidents so far this year.	1
Year	Value																		
2006/7	0.28																		
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Deaths and Injuries

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Year	Actual	Target																								
2006/7	0.14	0.115																								
2007/8	0.14	0.125																								
2008/09	0.14	0.135																								
2009/10	0.14	0.145																								
2010/11	0.14	0.155																								
FG4 Av.	0.14	-																								
FRS/RRC/C/001 (ii)	The No of Deaths caused by fires started Deliberately in Dwellings per 100,000 population	↓	 <table border="1"> <caption>Deaths caused by fires started Deliberately in Dwellings per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.07</td> <td>0.07</td> </tr> <tr> <td>2007/8</td> <td>0.14</td> <td>0.085</td> </tr> <tr> <td>2008/09</td> <td>0.14</td> <td>0.105</td> </tr> <tr> <td>2009/10</td> <td>0.07</td> <td>0.125</td> </tr> <tr> <td>2010/11</td> <td>0.14</td> <td>0.145</td> </tr> <tr> <td>FG4 Av.</td> <td>0.07</td> <td>-</td> </tr> </tbody> </table>	Year	Actual	Target	2006/7	0.07	0.07	2007/8	0.14	0.085	2008/09	0.14	0.105	2009/10	0.07	0.125	2010/11	0.14	0.145	FG4 Av.	0.07	-	Coroners report expected end of October for previous incident. No further incidents	1
Year	Actual	Target																								
2006/7	0.07	0.07																								
2007/8	0.14	0.085																								
2008/09	0.14	0.105																								
2009/10	0.07	0.125																								
2010/11	0.14	0.145																								
FG4 Av.	0.07	-																								


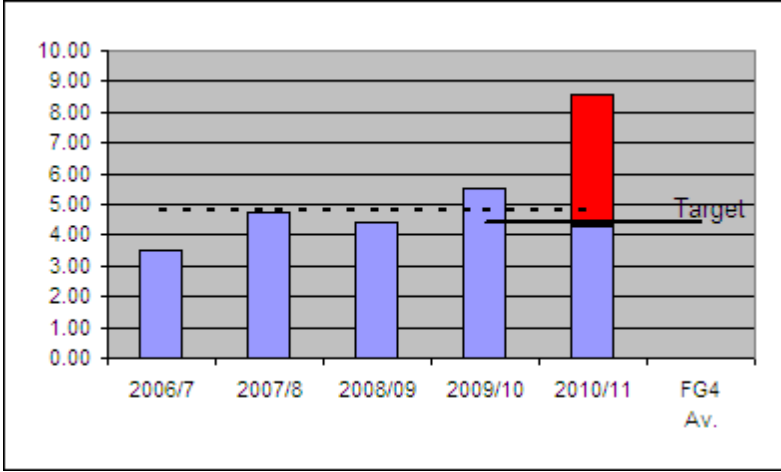
Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals																					
FRS/RRC/S/002 (iv)	The No of Fire Injuries per 100,000 population		 <table border="1"> <caption>Fire Injuries per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>~6.5</td> <td>~8.5</td> </tr> <tr> <td>2007/8</td> <td>~7.5</td> <td>~8.5</td> </tr> <tr> <td>2008/09</td> <td>~7.5</td> <td>~8.5</td> </tr> <tr> <td>2009/10</td> <td>~8.5</td> <td>~8.5</td> </tr> <tr> <td>2010/11</td> <td>~11.5</td> <td>~8.5</td> </tr> <tr> <td>FG4 Av.</td> <td>~7.5</td> <td>~8.5</td> </tr> </tbody> </table>	Year	Actual	Target	2006/7	~6.5	~8.5	2007/8	~7.5	~8.5	2008/09	~7.5	~8.5	2009/10	~8.5	~8.5	2010/11	~11.5	~8.5	FG4 Av.	~7.5	~8.5	Merthyr still drives this indicator. A task group has been initiated to investigate.	84
Year	Actual	Target																								
2006/7	~6.5	~8.5																								
2007/8	~7.5	~8.5																								
2008/09	~7.5	~8.5																								
2009/10	~8.5	~8.5																								
2010/11	~11.5	~8.5																								
FG4 Av.	~7.5	~8.5																								
FRS/RRC/S/002 (vi)	The No of Deliberate Fire Injuries excluding precautionary checks per 100,000 population		 <table border="1"> <caption>Deliberate Fire Injuries per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>~2.0</td> <td>~2.3</td> </tr> <tr> <td>2007/8</td> <td>~1.9</td> <td>~2.3</td> </tr> <tr> <td>2008/09</td> <td>~2.5</td> <td>~2.3</td> </tr> <tr> <td>2009/10</td> <td>~2.3</td> <td>~2.3</td> </tr> <tr> <td>2010/11</td> <td>~0.8</td> <td>~2.3</td> </tr> <tr> <td>FG4 Av.</td> <td>~0.8</td> <td>~2.3</td> </tr> </tbody> </table>	Year	Actual	Target	2006/7	~2.0	~2.3	2007/8	~1.9	~2.3	2008/09	~2.5	~2.3	2009/10	~2.3	~2.3	2010/11	~0.8	~2.3	FG4 Av.	~0.8	~2.3	Arson reduction initiatives appear to be impacting.	6
Year	Actual	Target																								
2006/7	~2.0	~2.3																								
2007/8	~1.9	~2.3																								
2008/09	~2.5	~2.3																								
2009/10	~2.3	~2.3																								
2010/11	~0.8	~2.3																								
FG4 Av.	~0.8	~2.3																								

Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/C/001 (vii)	The No. of Injuries excluding precautionary checks accidentally in premises other than dwellings per 100,000 population	↓	<table border="1"> <caption>Data for FRS/RRC/C/001 (vii)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.28</td> </tr> <tr> <td>2007/8</td> <td>0.42</td> </tr> <tr> <td>2008/09</td> <td>0.35</td> </tr> <tr> <td>2009/10</td> <td>0.63</td> </tr> <tr> <td>2010/11</td> <td>0.70</td> </tr> <tr> <td>FG4 Av.</td> <td>0.38</td> </tr> </tbody> </table>	Year	Value	2006/7	0.28	2007/8	0.42	2008/09	0.35	2009/10	0.63	2010/11	0.70	FG4 Av.	0.38	2 Incidents Bedwas - Industrial flash burns Potypridd - Retirement home smoke inhalation from a sofa fire.	5
Year	Value																		
2006/7	0.28																		
2007/8	0.42																		
2008/09	0.35																		
2009/10	0.63																		
2010/11	0.70																		
FG4 Av.	0.38																		
FRS/RRC/S/002 (v)	The No of Accidental Fire injuries excluding precautionary checks per 100,000 population	↓	<table border="1"> <caption>Data for FRS/RRC/S/002 (v)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>4.8</td> </tr> <tr> <td>2007/8</td> <td>6.0</td> </tr> <tr> <td>2008/09</td> <td>5.5</td> </tr> <tr> <td>2009/10</td> <td>6.5</td> </tr> <tr> <td>2010/11</td> <td>10.8</td> </tr> <tr> <td>FG4 Av.</td> <td>4.2</td> </tr> </tbody> </table>	Year	Value	2006/7	4.8	2007/8	6.0	2008/09	5.5	2009/10	6.5	2010/11	10.8	FG4 Av.	4.2	Merthyr still drives this indicator. A task group has been initiated to investigate.	78
Year	Value																		
2006/7	4.8																		
2007/8	6.0																		
2008/09	5.5																		
2009/10	6.5																		
2010/11	10.8																		
FG4 Av.	4.2																		

Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/C/001 (v)	The No. of Injuries excluding Precautionary Checks arising from Fires started Accidentally in Dwellings per 100,000 population		 <table border="1"> <caption>Performance Data (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>3.5</td> </tr> <tr> <td>2007/8</td> <td>4.8</td> </tr> <tr> <td>2008/09</td> <td>4.5</td> </tr> <tr> <td>2009/10</td> <td>5.5</td> </tr> <tr> <td>2010/11</td> <td>8.5</td> </tr> <tr> <td>FG4 Av.</td> <td>4.8</td> </tr> </tbody> </table>	Year	Value	2006/7	3.5	2007/8	4.8	2008/09	4.5	2009/10	5.5	2010/11	8.5	FG4 Av.	4.8	Merthyr still drives this indicator. A task group has been initiated to investigate.	62
Year	Value																		
2006/7	3.5																		
2007/8	4.8																		
2008/09	4.5																		
2009/10	5.5																		
2010/11	8.5																		
FG4 Av.	4.8																		

Unwanted Alarm Signal Measures


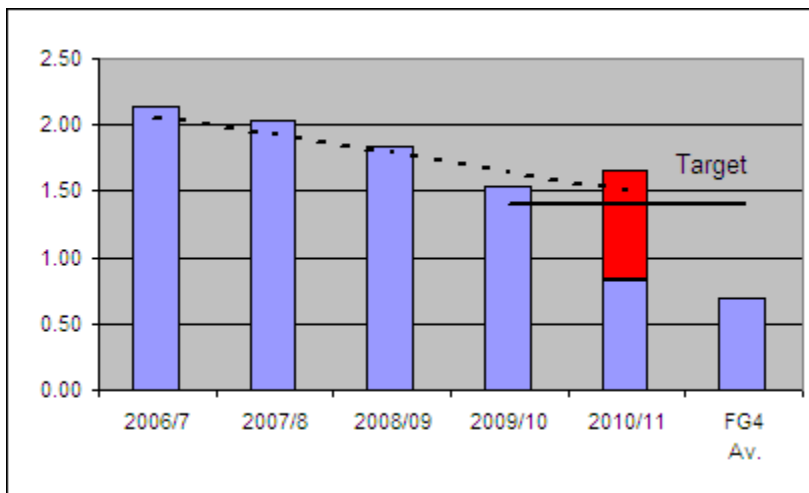
Worthy of note:

There was an increase in malicious false alarms in Q2. This is anticipated to be linked to the school holidays.

Notable Good practice:

It is clearly evident that the practice of targeted challenge and intelligent mobilising are paying dividends to ensure our resources attend real incidents. In this field also it should be noted that we are heading to perform much better than the FG4 average in this area.

The policy of confirming Automatic Fire Detection alarms with a call back continues to ensure our resources attend real incidents.

Unwanted Alarm Signal Measures																			
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/C/002 (i)	The No of Malicious False Alarms received by the Authority per 1,000 population		 <table border="1" style="display: none;"> <caption>Performance Data (per 1,000 population)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>~2.1</td> </tr> <tr> <td>2007/8</td> <td>~2.0</td> </tr> <tr> <td>2008/09</td> <td>~1.8</td> </tr> <tr> <td>2009/10</td> <td>~1.5</td> </tr> <tr> <td>2010/11</td> <td>~1.7</td> </tr> <tr> <td>FG4 Av.</td> <td>~0.7</td> </tr> </tbody> </table>	Year	Value	2006/7	~2.1	2007/8	~2.0	2008/09	~1.8	2009/10	~1.5	2010/11	~1.7	FG4 Av.	~0.7	Slight spike in august possibly linked to the school holidays.	1207
Year	Value																		
2006/7	~2.1																		
2007/8	~2.0																		
2008/09	~1.8																		
2009/10	~1.5																		
2010/11	~1.7																		
FG4 Av.	~0.7																		

Unwanted Alarm Signal Measures																			
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/C/002 (ii)	The Percentage of all Malicious False Alarms received that were not attended	↑	<table border="1"> <caption>Performance Data for Indicator (ii)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.65</td> </tr> <tr> <td>2007/8</td> <td>0.68</td> </tr> <tr> <td>2008/09</td> <td>0.70</td> </tr> <tr> <td>2009/10</td> <td>0.72</td> </tr> <tr> <td>2010/11</td> <td>0.75</td> </tr> <tr> <td>FG4 Av.</td> <td>0.63</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.65	2007/8	0.68	2008/09	0.70	2009/10	0.72	2010/11	0.75	FG4 Av.	0.63	Consistent call handling protocols.	916
Year	Percentage																		
2006/7	0.65																		
2007/8	0.68																		
2008/09	0.70																		
2009/10	0.72																		
2010/11	0.75																		
FG4 Av.	0.63																		
FRS/RRC/C/002 (iii)	The Percentage of all Malicious False Alarms received that were attended	↓	<table border="1"> <caption>Performance Data for Indicator (iii)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.35</td> </tr> <tr> <td>2007/8</td> <td>0.32</td> </tr> <tr> <td>2008/09</td> <td>0.30</td> </tr> <tr> <td>2009/10</td> <td>0.27</td> </tr> <tr> <td>2010/11</td> <td>0.25</td> </tr> <tr> <td>FG4 Av.</td> <td>0.37</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.35	2007/8	0.32	2008/09	0.30	2009/10	0.27	2010/11	0.25	FG4 Av.	0.37	Still on line to exceed target.	291
Year	Percentage																		
2006/7	0.35																		
2007/8	0.32																		
2008/09	0.30																		
2009/10	0.27																		
2010/11	0.25																		
FG4 Av.	0.37																		

Unwanted Alarm Signal Measures																			
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/C/003	The No of Total False Alarms caused by AFDs per 1,000 Non-Domestic Properties	↓	<p>The chart displays the number of unwanted alarm signals per 1,000 non-domestic properties from 2006/7 to 2010/11. The y-axis ranges from 0 to 140. A dashed line represents the target, which is approximately 90. The 2010/11 data point is highlighted in red and is significantly above the target line, indicating a performance issue.</p> <table border="1"> <caption>Performance Data (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>118</td> </tr> <tr> <td>2007/8</td> <td>108</td> </tr> <tr> <td>2008/09</td> <td>100</td> </tr> <tr> <td>2009/10</td> <td>90</td> </tr> <tr> <td>2010/11</td> <td>95</td> </tr> <tr> <td>FG4 Av.</td> <td>78</td> </tr> </tbody> </table>	Year	Value	2006/7	118	2007/8	108	2008/09	100	2009/10	90	2010/11	95	FG4 Av.	78	The AFD policy to confirm by call back is still producing positive results.	1946
Year	Value																		
2006/7	118																		
2007/8	108																		
2008/09	100																		
2009/10	90																		
2010/11	95																		
FG4 Av.	78																		

Response Measures

Worthy of note:

In accordance with Welsh Fire and Rescue Service Circular W-FRSC (2010)10 - Performance Indicators 2010-11 – Interim Arrangements the two indicators previously in this category are no longer reportable.

FRS/EFR/S/001 - The Percentage of fires in Dwellings, within the 10 min service standard as identified by each FRA, that were attended within 10 mins

FRS/EFR/S/002 - The Percentage of fires in Dwellings, identified as being in a risk category greater than 6, that were attended within 5 mins


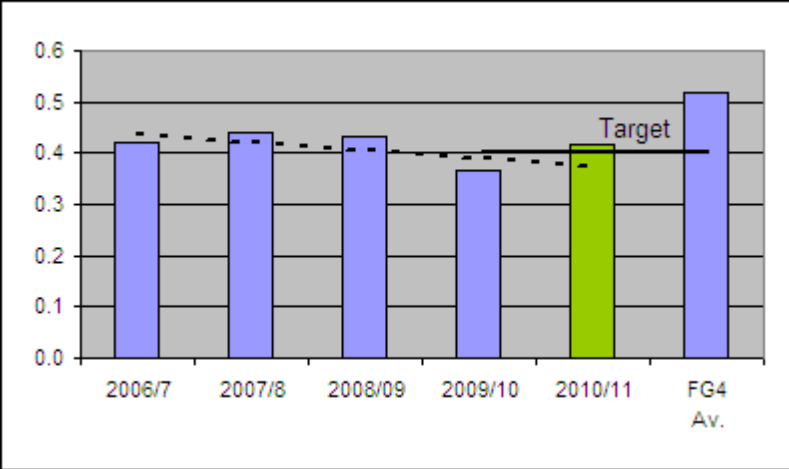
Community Fire Safety Measures

Worthy of note:

A task group has been initiated to identify the common profiles and appropriate actions to address the issue of almost 50% of the domestic fires we attend have no smoke alarm fitted in the home. Initial investigations point to male occupiers living alone between the ages of 30 - 50 this group is difficult to access and influence.

In accordance with Welsh Fire and Rescue Service Circular W-FRSC (2010)10 - Performance Indicators 2010-11 – Interim Arrangements the four indicators previously in this category are no longer reportable

- The indicators referring to the number of homes that are within the Fire Service Emergency Cover (FSEC) Risk categories that have received, within the reporting year, a home fire safety risk assessment for the 5, 10 and over 10 minute service standards.
- The indicator “Total No of Fires in homes where a community safety initiative has been delivered within the previous and present reporting year”.


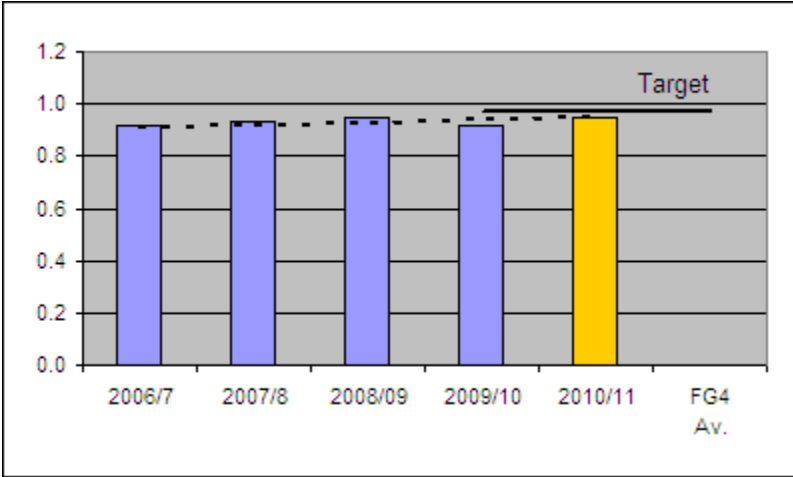
Community Fire Safety Measures					
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals
FRS/RRC/C/005 (i)	The Percentage of dwelling fires where Smoke Alarms fitted and activated			Task group work ongoing although immediate improvement in performance will not be apparent.	194

Community Fire Safety Measures

Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/RRC/C/005 (ii)	The Percentage of dwelling fires where Smoke Alarms fitted but did not activate	↓	<table border="1"> <caption>Data for Indicator (ii) Performance Chart</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.095</td> </tr> <tr> <td>2007/8</td> <td>0.095</td> </tr> <tr> <td>2008/09</td> <td>0.105</td> </tr> <tr> <td>2009/10</td> <td>0.105</td> </tr> <tr> <td>2010/11</td> <td>0.115</td> </tr> <tr> <td>FG4 Av.</td> <td>0.165</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.095	2007/8	0.095	2008/09	0.105	2009/10	0.105	2010/11	0.115	FG4 Av.	0.165	Task group work ongoing although immediate improvement in performance will not be apparent.	54
Year	Percentage																		
2006/7	0.095																		
2007/8	0.095																		
2008/09	0.105																		
2009/10	0.105																		
2010/11	0.115																		
FG4 Av.	0.165																		
FRS/RRC/C/005 (iii)	The Percentage of dwelling fires where no Smoke Alarm fitted	↓	<table border="1"> <caption>Data for Indicator (iii) Performance Chart</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.48</td> </tr> <tr> <td>2007/8</td> <td>0.46</td> </tr> <tr> <td>2008/09</td> <td>0.46</td> </tr> <tr> <td>2009/10</td> <td>0.53</td> </tr> <tr> <td>2010/11</td> <td>0.47</td> </tr> <tr> <td>FG4 Av.</td> <td>0.31</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.48	2007/8	0.46	2008/09	0.46	2009/10	0.53	2010/11	0.47	FG4 Av.	0.31	The improvement in performance over the second quarter cannot be attributed to any particular intervention. Task group to examine.	217
Year	Percentage																		
2006/7	0.48																		
2007/8	0.46																		
2008/09	0.46																		
2009/10	0.53																		
2010/11	0.47																		
FG4 Av.	0.31																		

Value Measures

There is only 1 indicator in this category

Resource Value for Money Measures					
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals
FRS/CFH/C/001	The percentage of undisputed invoices that were paid in 30 days			Progressing satisfactorily.	6824

People Measures

Worthy of note:

Ten of the indicators in this section at present are expected to achieve their target. For brevity these graphs have not been included in this report

There have been two expected ill health retirements this quarter from the WT workforce.

The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - non operational staff is projected be above target at the end of year performance. However this is still an improvement on the 2009/10 actual end of year figure of 9.69

There are two indicators that refer to the “Percentage of People from Minority Ethnic Groups who are economically active in the Authority Area” and “The Percentage of People who categorise themselves as having a disability in the Authority Area”; for these indicators we have no influence and receive the data from an external source. For brevity these graphs have not been included in this report. The full year graphs appear in the End of Year Performance report for 2009 -2010.

The indicators referring to the percentage of staff categorising themselves as having a disability or belonging to a Minority Ethnic Group are not favourable. Efforts continue to make SWFRS an employer of choice with these groups however the current situation with recruitment precludes making any great improvements in this area for the foreseeable future.

Notable Good practice:

Women fire fighter headcount has increased by 1 in Q1.

The No of Working Days/Shifts lost to Sickness Absence indicators for Wholetime and Control Staff are performing better than target.

People Measures

Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/CHR/C/004 (iv)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - non operational staff	↓	<table border="1"> <caption>Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - non operational staff</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>8.2</td> </tr> <tr> <td>2007/8</td> <td>7.8</td> </tr> <tr> <td>2008/09</td> <td>10.5</td> </tr> <tr> <td>2009/10</td> <td>9.8</td> </tr> <tr> <td>2010/11</td> <td>9.06</td> </tr> <tr> <td>FG4 Av.</td> <td>8.4</td> </tr> </tbody> </table>	Year	Value	2006/7	8.2	2007/8	7.8	2008/09	10.5	2009/10	9.8	2010/11	9.06	FG4 Av.	8.4	The projected end of year performance is 9.06 which is above the target of 8.4. However, this is still an improvement on the 2009/10 actual end of year figure of 9.69.	1815
Year	Value																		
2006/7	8.2																		
2007/8	7.8																		
2008/09	10.5																		
2009/10	9.8																		
2010/11	9.06																		
FG4 Av.	8.4																		
FRS/CHR/C/005 (i)	The Total No of Ill-Health Retirements as a % of the total Workforce	↓	<table border="1"> <caption>The Total No of Ill-Health Retirements as a % of the total Workforce</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.001</td> </tr> <tr> <td>2007/8</td> <td>0.004</td> </tr> <tr> <td>2008/09</td> <td>0.001</td> </tr> <tr> <td>2009/10</td> <td>0.001</td> </tr> <tr> <td>2010/11</td> <td>0.001</td> </tr> <tr> <td>FG4 Av.</td> <td>0.002</td> </tr> </tbody> </table>	Year	Value	2006/7	0.001	2007/8	0.004	2008/09	0.001	2009/10	0.001	2010/11	0.001	FG4 Av.	0.002	We had 2 expected wholtime ill health retirements.	2
Year	Value																		
2006/7	0.001																		
2007/8	0.004																		
2008/09	0.001																		
2009/10	0.001																		
2010/11	0.001																		
FG4 Av.	0.002																		

People Measures																			
Indicator Reference	Description	Good	Performance	Q2 Comments	Q2 YTD Actuals														
FRS/CHR/C/005 (ii)	The Total No of WT Uniformed Personnel Ill-Health Retirements as a % of the total WT Uniformed workforce	↓	<table border="1"> <caption>Performance Data for Indicator FRS/CHR/C/005 (ii)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.009</td> </tr> <tr> <td>2007/8</td> <td>0.002</td> </tr> <tr> <td>2008/09</td> <td>0.000</td> </tr> <tr> <td>2009/10</td> <td>0.001</td> </tr> <tr> <td>2010/11</td> <td>0.002</td> </tr> <tr> <td>FG4 Av.</td> <td>0.000</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.009	2007/8	0.002	2008/09	0.000	2009/10	0.001	2010/11	0.002	FG4 Av.	0.000	2 Wholetime ill health retirements.	2
Year	Percentage																		
2006/7	0.009																		
2007/8	0.002																		
2008/09	0.000																		
2009/10	0.001																		
2010/11	0.002																		
FG4 Av.	0.000																		

Appendix 2 Improvement Objectives

This section provides the Quarter 2 progress against achieving the 2010/11 Improvement Objectives:

Theme	Community Well-being
Objective	To reduce deaths and injuries from fires and road traffic collisions.
Responsible Director	Deputy Chief Fire Officer Service delivery
<ul style="list-style-type: none"> Diversity and Welsh Language officers are carrying out station visits to raise profiles and awareness. Runner up in Cardiff and Vale Coalition of Disabled People annual awards program. Chief Fire Officers Association Health & Safety group continues to share good and notable practices. Operational Standard Operating Procedures complete and shared across Wales. Meeting has taken place with Wales Ambulance Service Trust to establish good working relationships and options for collaboration, awaiting a return call. Revised Business Continuity Management policy developed and issued. Fire Authority agreed on the 24th Sept to the transfer of New Dimension assets. Agreement being finalised with Welsh Assembly Government. Closed Circuit Television fitting to front line water ladders has commenced; five vehicles have been completed. Exercise on-going completion Spring 2011. Service Delivery staffs continue to be involved in all Risk Reduction Plan work streams with managed impact on core activities. Fire Authority has agreed an amended Risk Reduction Plan. Negotiations undertaken and completed with representative bodies to agree the modification. Representative bodies now in consultation with their members. All scoping activities in progress. Apparent increases in attacks on Firefighters are being investigated. Identification of a service champion to drive improvement as a whole organisational function is essential. Levels of arson this quarter are comparable with the two previous years. No significant improvement. Service Indicators vastly improved after a difficult first quarter. Complaints procedure to be reviewed within Service Delivery. “Operations Matter” newsletter used to show examples of notable good practice. Airwave operations at station and control level have been identified as best practice and achieved lowest costs across the emergency services in Wales and England for the second quarter running. Good News Section of the intranet beginning to be used. 	

Theme	Attract and Develop Our People
Objective	To continue to develop a responsive and creative workforce who practice our values.
Responsible Director	Director People Services
<ul style="list-style-type: none"> Work force survey available awaiting full analysis. Evidence of reduced grievances and formal discipline in the first quarter of this year. Sickness levels reduced in Wholetime staff. Slight increases in sickness levels in Support and Control Staff. Overall all staff sickness as per last year. If this trend is maintained there will be a significant reduction on full year figures. Looking to create an effective internal communications system addressing Core Brief /Corporate Communications Group and reviewing the Information Technology system for stations to improve access to intranet. Workforce survey received requires analysis. Analysing results of Staff survey carried out by staff member in dissertation. Champions in World Rescue Extrication Competition and the United Kingdom Rope Rescue Challenge. Achieved the Rainbow Mark. Runner up in Cardiff and Vale Coalition of Disabled People annual awards program. Abergavenny Young Fire Fighters achieved excellent results in national United Kingdom Young Fire Fighters challenge competition. 	

- Publicised the successes of Extrication and Rope Rescue competitions.
- Developed close working relations with community groups as part of our strategy to encourage applications from people from under-represented groups. Continuing to explore the development of targeted events to support the interest of this under-represented group within the Service. Engaging in a number of positive action initiatives to deliver awareness of Fire Rescue Service and associated employment opportunities. Further roll out of similar events under evaluation.
- Currently out to tender for in house physiotherapy services. Health monitoring of training instructors and initial stages of drafting an Occupational Health Strategy.
- Continuing to deliver a wide range of Learning and Development opportunities across a broad spectrum of activities across all staff categories and at all managerial levels. (Examples include Learning & Development Strategy and roll out of E-learning.) Progressing validation of South Wales Strategic Assessment Development Centre programme. Engaging with all service areas on all aspects of training and development and its delivery. Organisational Personal Development Reviews being reviewed.
- Human Resource policies and practices are being developed and reviewed to further promote our employee work life balance and to advance the Service as employer of choice.
- Finance and Exchequer Personal Development Reviews now complete.
- Investor in People ‘temperature check’ now complete, contents of follow-up report has been discussed with the management team.
- Planning continues to deliver engagement and communication sessions.
- Meetings and communication continue across directorates.
- Service Delivery staffs continue to be involved in all Risk Reduction Plan work streams with managed impact on core activities.

Theme	Effective Use of Resources
Objective	To ensure that the Service’s assets are utilised effectively to support service delivery.
Responsible Director	Director Corporate Support
<ul style="list-style-type: none"> • Looking to create an effective internal communications system addressing Core Brief /Corporate Communications Group and reviewing the Information Technology system for stations to improve access to intranet. • Property Department structure in place. • Progressing collaborative options with Babcocks to increase the opportunity to secure third party income generation and increase the effective utilisation of Fire Rescue Service resources. • Developing closer working relationships with Cardiff Council as part of the Occupational Health Unit agenda. Exploring training and occupational health service events with the Ambulance Service. Developing closer collaboration activities with Babcocks. Instructor peer assessments being scoped out with Mid and West and North Wales Fire Rescue Services. • Fleet and Engineering Department still experiencing long-term sickness, overtime is being utilised to fill the gap. • Continue to monitor and ensure all operational equipment is inspected and maintained to established standard. Redkite being used as an accurate database. The equipment library is well established and continues to be developed. • Established procurement frameworks continue to be utilised where efficiencies can be gained. • Meeting has taken place with Wales Ambulance Service Trust to establish good working relationships and options for collaboration, awaiting return call. • Ryder Cup planning assumption delivered to established objectives, funding to be recovered from Ryder Cup plc. • Revised Business Continuity Management policy developed and issued. • Fire Rescue Authority agreed on the 24th Sept to the transfer of New Dimension assets. Agreement being finalised with Welsh Assembly Government. • Service Delivery staffs continue to be involved in all Risk Reduction Plan work streams with managed impact on core activities. • Service Indicators vastly improved after a busy first quarter. • “Operations Matter” newsletter used to show examples of notable good practice. • Airwave operations at station and control level have been identified as best practice and achieved lowest costs across the emergency services in England and Wales for the second quarter running. 	

Theme	Organisational Improvement
Objective	To improve internal service delivery ensuring the most effective use of both financial and people resources.
Responsible Director	Director Corporate Support
<ul style="list-style-type: none"> Looking to create an effective internal communications system addressing Core Brief /Corporate Communications Group and reviewing the IT system for stations to improve access to intranet. Developing second Risk Reduction Road show for Q1 2011/12. Champions in World Rescue Extrication Competition and the UK Rope Rescue Challenge. Achieved the Rainbow Mark. Feedback has been issued to all attendees. Action plan circulated. Risk Reduction Plan and improvement workshop posters being developed. Medium Term Financial Plan in place to be reviewed following Comprehensive Spending Review Welsh impacts in November. Property Department structure in place. Training has programmed Heads of Service engagement for beginning of November. Progressing collaborative options with Babcocks to increase the opportunity to secure third party income generation and increase the effective utilisation of Fire Rescue Service resources. Developing closer working relationships with Cardiff Council as part of the Occupational Health Unit agenda. Exploring training and occupational health service events with the Ambulance Service. Developing closer collaboration activities with Babcocks. Instructor peer assessments being scoped out with Mid and West and North Wales Fire Rescue Services. Safety flashes and operational bulletins continue to be used as an effective means of communication. Established procurement Frameworks continue to be utilised where efficiencies can be gained. Revised Business Continuity Management policy developed and issued. Investors in People temperature check now complete, contents of follow-up report has been discussed with Finance & Exchequer management team. Toolbox talks continue to be delivered to station based personnel. Risk Reduction Plan Scoping teams are in operation. Service Delivery staffs continue to be involved in all Risk Reduction Plan work streams with managed impact on core activities. 	

Theme	Sustainability
Objective	To promote sustainable local communities through our activities.
Responsible Director	CFO
<ul style="list-style-type: none"> Sustainable procurement framework being progressed. Due to removal of sustainable officer post other aspects not progressed. Medium Term Financial Plan in place to be reviewed following Comprehensive Spending Review Welsh impacts in November. Property Department structure in place. Chief Fire Officers Association Health & Safety group continues to share good and notable practices. Operational Standard Operating Procedures complete and shared across Wales. Continue to support resilience structures. Revised Business Continuity Management policy developed and issued. 	