

South Wales Fire and Rescue Service

PERFORMANCE MONITORING REPORT

**Quarter 3
April to December 2009/10**

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.

This is the third Quarterly Performance Monitoring Report of 2009/10 and it highlights performance for the period April to December 2009 and includes updates on the:

- Strategic and Core Performance Indicators
- Service Plan actions status
- Corporate Risk Register
- Corporate Objectives

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 could be subject to change following 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 final quality checking and validation
- The data has not been subject to the annual audit by the Wales Audit Office.
- The transition to IRS in April 2009 may result in reporting nationwide anomalies.

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 business plans.

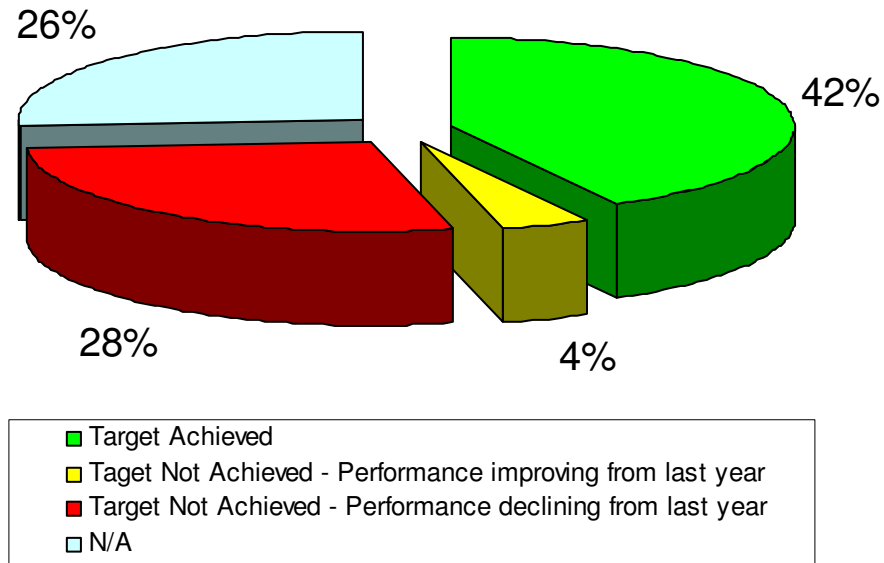
We are continually seeking to improve the Quarterly Performance Monitoring Report and would welcome comments on additional information that you would like to see included in the future.

Executive Summary

Performance Indicators

Appendix 1 outlines our performance for each of the strategic and core indicators, the graphs highlight the 5 year trend, the current quarters performance against the projected end of year performance, there is also the Family Group 4 annual average where available which can be used as a benchmark to assess our performance.

This graph illustrates our performance 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 to December 2009.



The following indicators are not expected to meet the target and performance is declining compared to last year:-	
FRS/RRC/S/002 (iii)	The No of Deliberate Fire Deaths 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
FRS/RRC/S/003	The No of Fires in Non-domestic premises per 1,000 non domestic properties
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
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/C/005 (i)	The Percentage of dwelling fires where Smoke Alarms fitted and activated
FRS/RRC/C/005 (ii)	The Percentage of dwelling fires where Smoke Alarms fitted but did not activate
FRS/RRC/C/005 (iii)	The Percentage of dwelling fires where no Smoke Alarm fitted
FRS/CHR/C/002 (i)	The Percentage of Staff who belong to a Minority Ethnic Group
FRS/CHR/C/004 (ii)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - Wholtime Uniformed Staff
FRS/CHR/C/004 (iii)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - Control Staff
FRS/CFH/C/001	The percentage of undisputed invoices that were paid in 30 days

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 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 the performance as an organisation.

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

Directorate Plan	No. of Actions	Green ON TARGET	Amber CAUTION	Red OFF TARGET	Not Reported
Corporate Support - Legal, Admin & ICT	4	4	0	0	0
Service Delivery - Risk Reduction	15	7	6	2	0
Service Delivery - Intervention	29	24	4	1	0
Service Delivery - Policy, Performance & Communications	22	19	1	2	0
Corporate Support - Finance	9	5	3	1	0
PDS - OPDS	24	15	7	1	1
People Services - HR & Training	7	7	0	0	0

Note that following the Directorates restructure during 2009/2010, the original plans are being reported against until 2010/11.

Corporate Risk

Corporate Risk is an event that has the potential to help or hinder the achievement of a strategic objective. Directors, Department and Station Managers are responsible for identifying risks during the business planning process and taking the appropriate actions to manage or mitigate risk within their areas. South Wales Fire and Rescue Services maintain a register of the key corporate risks to the organisation, being those that could impact upon the achievement of a corporate objective or delivery of core business.

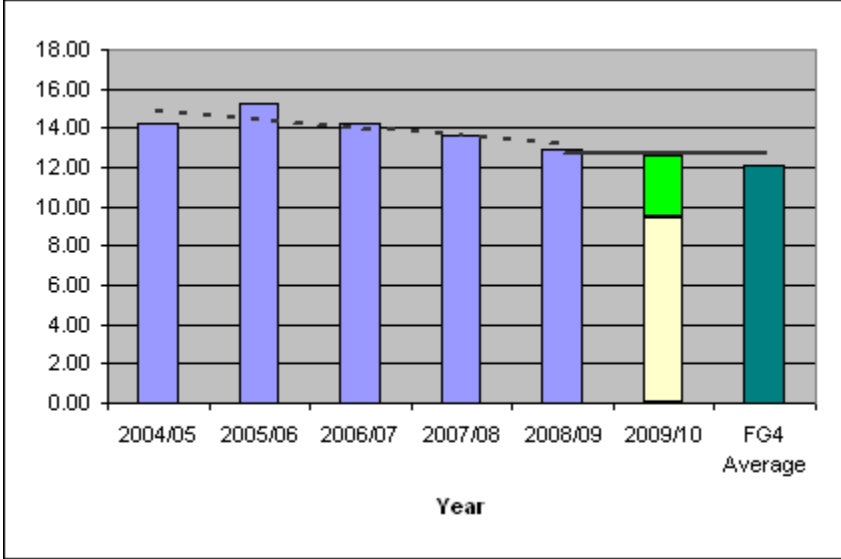
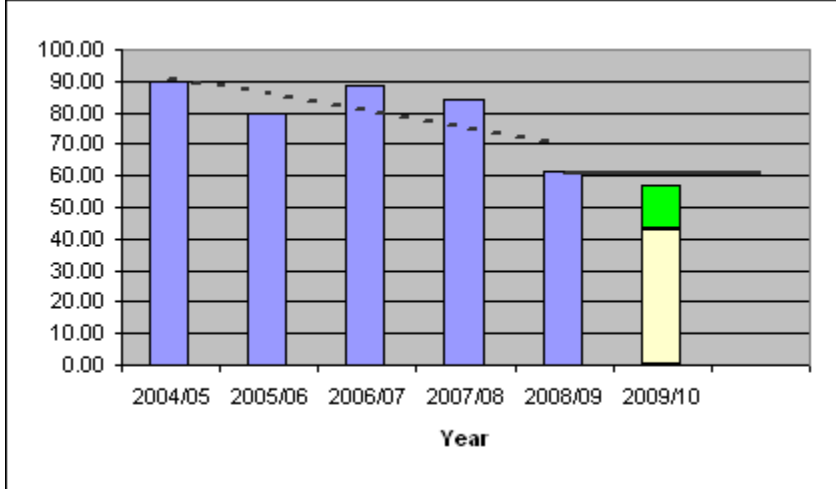
There are currently 66 risks on the register, 6 of these are high risks, 33 medium and 26 low risks. One risk has currently still to be assessed. All of the high risks are outlined in appendix 2.

Directorate	Number of Risks	% Reviewed Q3
Communications and Culture	9	100%
Corporate Support	9	100%
PDS	7	100%
People Services	8	100%
Service Delivery	33	100%
Total	66	100%

Performance Indicators

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
FRS/RRC/S/001 (i)	All Fires Attended per 10,000 population	↓	<table border="1"> <caption>Data for All Fires Attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>105</td></tr> <tr><td>2005/06</td><td>95</td></tr> <tr><td>2006/07</td><td>105</td></tr> <tr><td>2007/08</td><td>100</td></tr> <tr><td>2008/09</td><td>75</td></tr> <tr><td>2009/10</td><td>70</td></tr> </tbody> </table>	Year	Value	2004/05	105	2005/06	95	2006/07	105	2007/08	100	2008/09	75	2009/10	70	Most areas showing an improvement with Blaenau Gwent now indicating a good reduction. Newport and Vale of Glamorgan indicating areas that require further investigation.	66	Similar Call trend Continuing recession Improved targeting of initiatives Increased outputs of legislative fire safety	Director Risk Reduction DCFO Barry		
Year	Value																						
2004/05	105																						
2005/06	95																						
2006/07	105																						
2007/08	100																						
2008/09	75																						
2009/10	70																						
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>2004/05</td><td>35</td></tr> <tr><td>2005/06</td><td>32</td></tr> <tr><td>2006/07</td><td>30</td></tr> <tr><td>2007/08</td><td>27</td></tr> <tr><td>2008/09</td><td>24</td></tr> <tr><td>2009/10</td><td>22</td></tr> <tr><td>FG4 Average</td><td>20</td></tr> </tbody> </table>	Year	Value	2004/05	35	2005/06	32	2006/07	30	2007/08	27	2008/09	24	2009/10	22	FG4 Average	20	On a par with last year but indication are that we will exceed the set target of 09/10, but return a better result than that of 08/09. Areas showing reductions in this quarter to that of previous are Blaenau Gwent, Caerphilly, Merthyr, Torfaen and the Vale.	22.24	Lower trend limit used. Continuation of current preventative activities should continue the downward trend. Recognition that there may be a plateau from earlier successes due to hard to reach / influence areas of the community	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	35																						
2005/06	32																						
2006/07	30																						
2007/08	27																						
2008/09	24																						
2009/10	22																						
FG4 Average	20																						

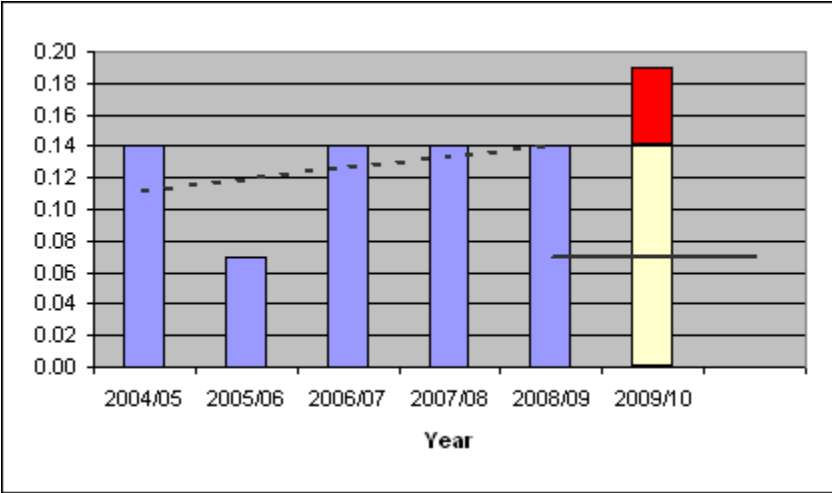
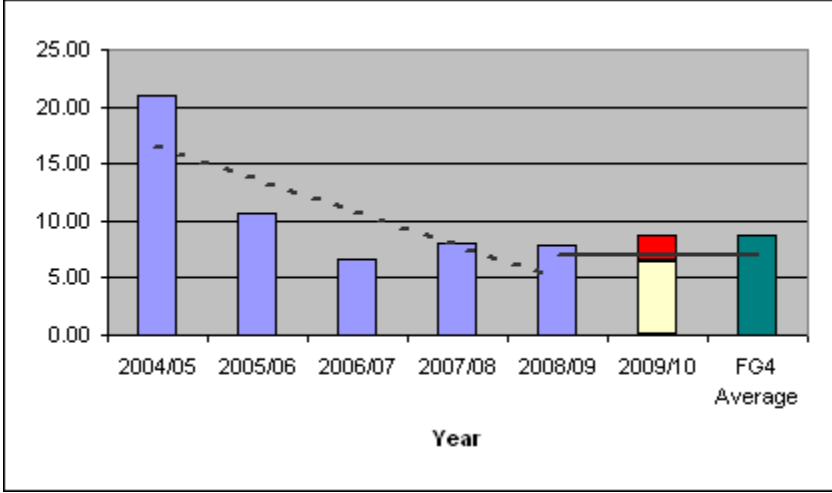
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
FRS/RRC/S/001 (iii)	All Accidental Fires in Dwellings per 10,000 dwellings	↓	 <table border="1" data-bbox="577 233 1415 794"> <caption>All Accidental Fires in Dwellings per 10,000 dwellings</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>14.00</td></tr> <tr><td>2005/06</td><td>15.00</td></tr> <tr><td>2006/07</td><td>14.00</td></tr> <tr><td>2007/08</td><td>13.50</td></tr> <tr><td>2008/09</td><td>12.80</td></tr> <tr><td>2009/10</td><td>12.50</td></tr> <tr><td>FG4 Average</td><td>12.00</td></tr> </tbody> </table>	Year	Value	2004/05	14.00	2005/06	15.00	2006/07	14.00	2007/08	13.50	2008/09	12.80	2009/10	12.50	FG4 Average	12.00	Blaenau Gwent, Newport, R.C.T and Torfaen all indicating good reduction of incidents with nearly all others on a par with the same quarter of the preceding year. Newport and Monmouth to be monitored as they are indicating a slightly higher return than that of previous quarter.	11.25	New improved targeting tools are expected to deliver Mosaic Partnerships Active Marketing	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	14.00																						
2005/06	15.00																						
2006/07	14.00																						
2007/08	13.50																						
2008/09	12.80																						
2009/10	12.50																						
FG4 Average	12.00																						
FRS/RRC/S/001 (iv)	All Deliberate Fires Attended per 10,000 population	↓	 <table border="1" data-bbox="591 849 1424 1340"> <caption>All Deliberate Fires Attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>88.00</td></tr> <tr><td>2005/06</td><td>78.00</td></tr> <tr><td>2006/07</td><td>88.00</td></tr> <tr><td>2007/08</td><td>82.00</td></tr> <tr><td>2008/09</td><td>60.00</td></tr> <tr><td>2009/10</td><td>55.00</td></tr> </tbody> </table>	Year	Value	2004/05	88.00	2005/06	78.00	2006/07	88.00	2007/08	82.00	2008/09	60.00	2009/10	55.00	A favourable return. Excellent improvements in all U/A area's.	54.64	Impacted on by weather conditions. Attempt to maintain the trend. We know this is ambitious however with current initiatives,	Director Risk Reduction DCFO Barry		
Year	Value																						
2004/05	88.00																						
2005/06	78.00																						
2006/07	88.00																						
2007/08	82.00																						
2008/09	60.00																						
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South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
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>2004/05</td> <td>0.85</td> </tr> <tr> <td>2005/06</td> <td>0.65</td> </tr> <tr> <td>2006/07</td> <td>0.30</td> </tr> <tr> <td>2007/08</td> <td>0.75</td> </tr> <tr> <td>2008/09</td> <td>0.70</td> </tr> <tr> <td>2009/10</td> <td>0.45</td> </tr> <tr> <td>FG4 Average</td> <td>0.70</td> </tr> </tbody> </table>	Year	Value	2004/05	0.85	2005/06	0.65	2006/07	0.30	2007/08	0.75	2008/09	0.70	2009/10	0.45	FG4 Average	0.70	Although another incident has occurred within Cardiff U/A area, still on course to better the set target.	0.56	Track and exceed the national (UK) trend The target set plans a reduction on the number of overall fire deaths for the next year to 8. The aspirational target always being zero. However, taking a more pragmatic approach the target of eight still requires a stretch target and exceeds the national UK trends.	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	0.85																						
2005/06	0.65																						
2006/07	0.30																						
2007/08	0.75																						
2008/09	0.70																						
2009/10	0.45																						
FG4 Average	0.70																						
FRS/RRC/S/002 (ii)	The No of Accidental Fire Deaths per 100,000 population	↓	<table border="1"> <caption>Accidental Fire Deaths per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>0.72</td> </tr> <tr> <td>2005/06</td> <td>0.58</td> </tr> <tr> <td>2006/07</td> <td>0.15</td> </tr> <tr> <td>2007/08</td> <td>0.63</td> </tr> <tr> <td>2008/09</td> <td>0.56</td> </tr> <tr> <td>2009/10</td> <td>0.28</td> </tr> </tbody> </table>	Year	Value	2004/05	0.72	2005/06	0.58	2006/07	0.15	2007/08	0.63	2008/09	0.56	2009/10	0.28	One incident this quarter. Still on target for end of year projection.	0.42	Track and exceed the national (UK) trend. The proportion of fire deaths that occur within SWFRS which are deemed due to accidental fires places the target for 2010/11 at 6. Again the aspirational target always being zero	Director Risk Reduction DCFO Barry		
Year	Value																						
2004/05	0.72																						
2005/06	0.58																						
2006/07	0.15																						
2007/08	0.63																						
2008/09	0.56																						
2009/10	0.28																						

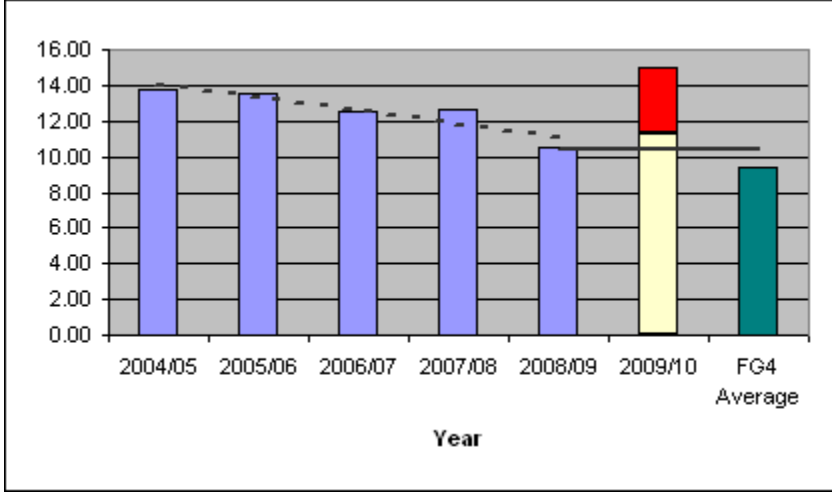
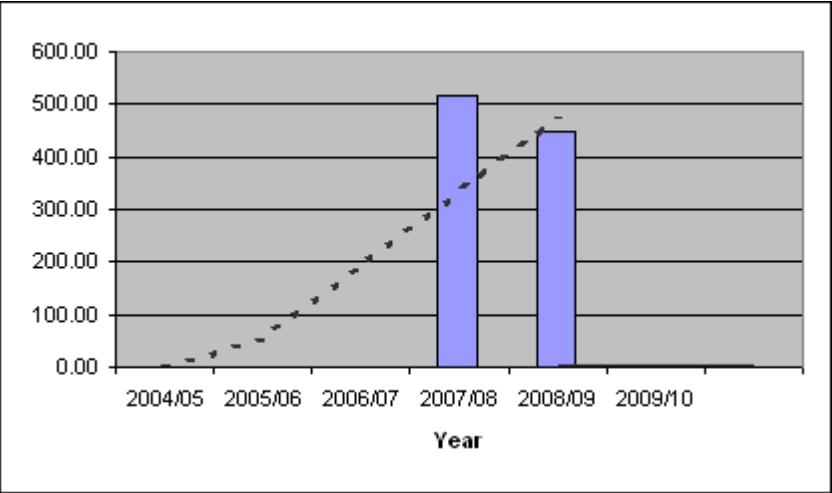
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
FRS/RRC/S/002 (iii)	The No of Deliberate Fire Deaths per 100,000 population	↓	 <table border="1" data-bbox="577 229 1406 724"> <caption>Deliberate Fire Deaths per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>0.14</td> </tr> <tr> <td>2005/06</td> <td>0.07</td> </tr> <tr> <td>2006/07</td> <td>0.14</td> </tr> <tr> <td>2007/08</td> <td>0.14</td> </tr> <tr> <td>2008/09</td> <td>0.14</td> </tr> <tr> <td>2009/10</td> <td>0.19</td> </tr> </tbody> </table>	Year	Value	2004/05	0.14	2005/06	0.07	2006/07	0.14	2007/08	0.14	2008/09	0.14	2009/10	0.19	One incident this quarter. Will now exceed target of 09/10	0.14	Track and exceed the national (UK) trend. The proportion of fire deaths that occur within SWFRS which are deemed due to deliberate fires places the target for 2010/11 at 2. As always the aspirational target remains zero	Director Risk Reduction DCFO Barry		
Year	Value																						
2004/05	0.14																						
2005/06	0.07																						
2006/07	0.14																						
2007/08	0.14																						
2008/09	0.14																						
2009/10	0.19																						
FRS/RRC/S/002 (iv)	The No of Fire Injuries per 100,000 population	↓	 <table border="1" data-bbox="577 769 1406 1264"> <caption>Fire Injuries per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>21.0</td> </tr> <tr> <td>2005/06</td> <td>10.5</td> </tr> <tr> <td>2006/07</td> <td>6.5</td> </tr> <tr> <td>2007/08</td> <td>8.0</td> </tr> <tr> <td>2008/09</td> <td>8.0</td> </tr> <tr> <td>2009/10</td> <td>8.5</td> </tr> <tr> <td>FG4 Average</td> <td>8.5</td> </tr> </tbody> </table>	Year	Value	2004/05	21.0	2005/06	10.5	2006/07	6.5	2007/08	8.0	2008/09	8.0	2009/10	8.5	FG4 Average	8.5	Further incidents have occurred thereby looking to now exceed the target as set. The Fire Investigation protocol to be revisited to look at any commonalities. Looking to identify trends to allow the service to develop strategies to reduce these incidents.	7.84	Variance from trend to account for new reporting procedures e.g. oxygen therapy. To set a new bench mark figure on which to improve in the coming year.	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	21.0																						
2005/06	10.5																						
2006/07	6.5																						
2007/08	8.0																						
2008/09	8.0																						
2009/10	8.5																						
FG4 Average	8.5																						

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/RRC/S/002 (v)	The No of Accidental Fire injuries excluding precautionary checks per 100,000 population	↓	<table border="1"> <caption>Accidental Fire Injuries per 100,000 Population</caption> <thead> <tr> <th>Year</th> <th>Injuries per 100,000</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>8.5</td> </tr> <tr> <td>2005/06</td> <td>7.8</td> </tr> <tr> <td>2006/07</td> <td>4.8</td> </tr> <tr> <td>2007/08</td> <td>6.0</td> </tr> <tr> <td>2008/09</td> <td>5.2</td> </tr> <tr> <td>2009/10</td> <td>6.5</td> </tr> </tbody> </table>	Year	Injuries per 100,000	2004/05	8.5	2005/06	7.8	2006/07	4.8	2007/08	6.0	2008/09	5.2	2009/10	6.5	A disappointing quarterly return. Rises in incidents in 5 of the U/A Area's but worthy of note that B/Gwent, Newport and Torfaen returned a zero incident occurrence for this quarter.	5.32	Variance from trend to account for new reporting procedures e.g. oxygen therapy. To set a new bench mark figure on which to improve in the coming year.	Director Risk Reduction DCFO Barry
Year	Injuries per 100,000																				
2004/05	8.5																				
2005/06	7.8																				
2006/07	4.8																				
2007/08	6.0																				
2008/09	5.2																				
2009/10	6.5																				
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>Injuries per 100,000</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>1.9</td> </tr> <tr> <td>2005/06</td> <td>2.7</td> </tr> <tr> <td>2006/07</td> <td>1.9</td> </tr> <tr> <td>2007/08</td> <td>1.9</td> </tr> <tr> <td>2008/09</td> <td>2.5</td> </tr> <tr> <td>2009/10</td> <td>2.1</td> </tr> </tbody> </table>	Year	Injuries per 100,000	2004/05	1.9	2005/06	2.7	2006/07	1.9	2007/08	1.9	2008/09	2.5	2009/10	2.1	The U/A Area's mentioned in quarter 2 have all reduced the amount of these type of incidents in this quarters return. Bridgend remain as previous quarter with only RCT indicating an increase. O of Year Projection will now probably exceed the set target, but will be better than that of previous year.	2.52	Variance from trend to account for new reporting procedures e.g. oxygen therapy. To set a new bench mark figure on which to improve in the coming year.	Director Risk Reduction DCFO Barry
Year	Injuries per 100,000																				
2004/05	1.9																				
2005/06	2.7																				
2006/07	1.9																				
2007/08	1.9																				
2008/09	2.5																				
2009/10	2.1																				

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
FRS/RRC/S/003	The No of Fires in Non-domestic premises per 1,000 non domestic properties	↓	 <table border="1" data-bbox="584 225 1413 719"> <caption>Performance Data for FRS/RRC/S/003</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>13.5</td> </tr> <tr> <td>2005/06</td> <td>13.2</td> </tr> <tr> <td>2006/07</td> <td>12.5</td> </tr> <tr> <td>2007/08</td> <td>12.5</td> </tr> <tr> <td>2008/09</td> <td>10.5</td> </tr> <tr> <td>2009/10</td> <td>15.0</td> </tr> <tr> <td>FG4 Average</td> <td>9.5</td> </tr> </tbody> </table>	Year	Value	2004/05	13.5	2005/06	13.2	2006/07	12.5	2007/08	12.5	2008/09	10.5	2009/10	15.0	FG4 Average	9.5	Target for year has now been exceeded. There still remains a requirement to maintain a close monitoring of link with current economic climate .Also, a detailed analysis is going to be required of how the still reasonably new Incident Reporting System is being completed. Task to be allocated ASAP.	15.04	The increase in the occurrence of these incidents is predominantly driven by garage and shed fires due to IRS reporting issues. Non dwelling non commercial incidents. This may well increase in the coming year.	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	13.5																						
2005/06	13.2																						
2006/07	12.5																						
2007/08	12.5																						
2008/09	10.5																						
2009/10	15.0																						
FG4 Average	9.5																						
FRS/RRC/S/004 (i)	The number of homes that are within the above average risk category (as determined by the Fire Service Emergency Cover Model, FSEC) that have received, within the reporting year, a home fire safety risk assessment and are within the five minute service standard.	↑	 <table border="1" data-bbox="584 767 1413 1262"> <caption>Performance Data for FRS/RRC/S/004 (i)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>0</td> </tr> <tr> <td>2005/06</td> <td>100</td> </tr> <tr> <td>2006/07</td> <td>200</td> </tr> <tr> <td>2007/08</td> <td>500</td> </tr> <tr> <td>2008/09</td> <td>450</td> </tr> <tr> <td>2009/10</td> <td>0</td> </tr> </tbody> </table>	Year	Value	2004/05	0	2005/06	100	2006/07	200	2007/08	500	2008/09	450	2009/10	0	Data not currently compiled quarterly	n/a	We will adopt the new National Standard when finalised through the consultation process	Director Risk Reduction DCFO Barry		
Year	Value																						
2004/05	0																						
2005/06	100																						
2006/07	200																						
2007/08	500																						
2008/09	450																						
2009/10	0																						

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/RRC/S/004 (ii)	The number of homes that are within the above average risk category (as determined by the Fire Service Emergency Cover Model, FSEC) that have received, within the reporting year, a home fire safety risk assessment and are within the ten minute service standard.	↓	<table border="1"> <caption>Data for Indicator (ii)</caption> <thead> <tr> <th>Year</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0</td></tr> <tr><td>2005/06</td><td>0</td></tr> <tr><td>2006/07</td><td>0</td></tr> <tr><td>2007/08</td><td>600</td></tr> <tr><td>2008/09</td><td>850</td></tr> <tr><td>2009/10</td><td>0</td></tr> </tbody> </table>	Year	Number of Homes	2004/05	0	2005/06	0	2006/07	0	2007/08	600	2008/09	850	2009/10	0	Data not currently compiled quarterly	n/a	We will adopt the new National Standard when finalised through the consultation process	Director Risk Reduction DCFO Barry
Year	Number of Homes																				
2004/05	0																				
2005/06	0																				
2006/07	0																				
2007/08	600																				
2008/09	850																				
2009/10	0																				
FRS/RRC/S/004 (iii)	The number of homes that are within the above average risk category (as determined by the Fire Service Emergency Cover Model, FSEC) that have received, within the reporting year, a home fire safety risk assessment and are outside the ten minute service standard.	NA	<table border="1"> <caption>Data for Indicator (iii)</caption> <thead> <tr> <th>Year</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0</td></tr> <tr><td>2005/06</td><td>0</td></tr> <tr><td>2006/07</td><td>0</td></tr> <tr><td>2007/08</td><td>85</td></tr> <tr><td>2008/09</td><td>60</td></tr> <tr><td>2009/10</td><td>0</td></tr> </tbody> </table>	Year	Number of Homes	2004/05	0	2005/06	0	2006/07	0	2007/08	85	2008/09	60	2009/10	0	Data not currently compiled quarterly	n/a	We will adopt the new National Standard when finalised through the consultation process	Director Risk Reduction DCFO Barry
Year	Number of Homes																				
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South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
FRS/RRC/S/004 (iv)	Total No of Fires in homes where a community safety initiative has been delivered within the previous and present reporting year	NA	<table border="1"> <caption>Performance Data for FRS/RRC/S/004 (iv)</caption> <thead> <tr> <th>Year</th> <th>Total No of Fires</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0</td></tr> <tr><td>2005/06</td><td>0</td></tr> <tr><td>2006/07</td><td>0</td></tr> <tr><td>2007/08</td><td>18</td></tr> <tr><td>2008/09</td><td>43</td></tr> <tr><td>2009/10</td><td>-</td></tr> </tbody> </table>	Year	Total No of Fires	2004/05	0	2005/06	0	2006/07	0	2007/08	18	2008/09	43	2009/10	-	Data not currently compiled quarterly	n/a	We will adopt the new National Standard when finalised through the consultation process	Director Risk Reduction DCFO Barry		
Year	Total No of Fires																						
2004/05	0																						
2005/06	0																						
2006/07	0																						
2007/08	18																						
2008/09	43																						
2009/10	-																						
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	↑	<table border="1"> <caption>Performance Data for FRS/EFR/S/001</caption> <thead> <tr> <th>Year</th> <th>Percentage of fires attended within 10 mins</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0.00%</td></tr> <tr><td>2005/06</td><td>0.00%</td></tr> <tr><td>2006/07</td><td>0.00%</td></tr> <tr><td>2007/08</td><td>90%</td></tr> <tr><td>2008/09</td><td>95%</td></tr> <tr><td>2009/10</td><td>92%</td></tr> <tr><td>FG4 Average</td><td>95%</td></tr> </tbody> </table>	Year	Percentage of fires attended within 10 mins	2004/05	0.00%	2005/06	0.00%	2006/07	0.00%	2007/08	90%	2008/09	95%	2009/10	92%	FG4 Average	95%	No Comment	0.94	Maintain trend of continuous improvement. No significant changes to deployment of resource. AFA reduction policy and improved retained availability.	Director Risk Reduction DCFO Barry
Year	Percentage of fires attended within 10 mins																						
2004/05	0.00%																						
2005/06	0.00%																						
2006/07	0.00%																						
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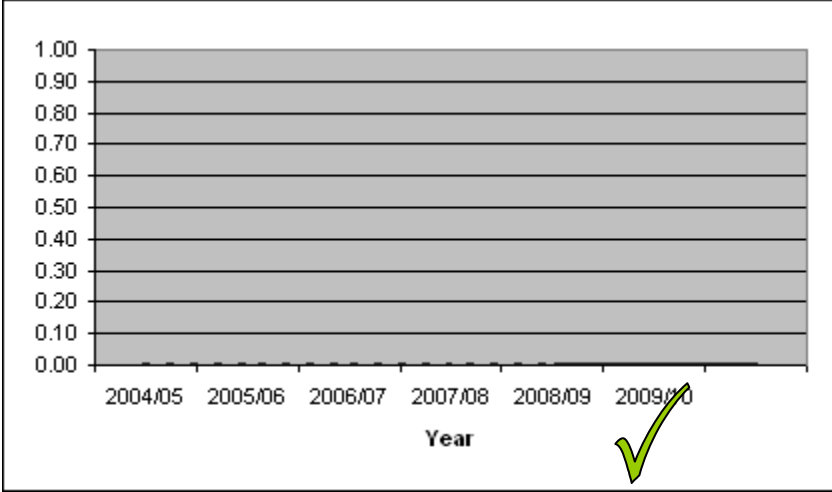
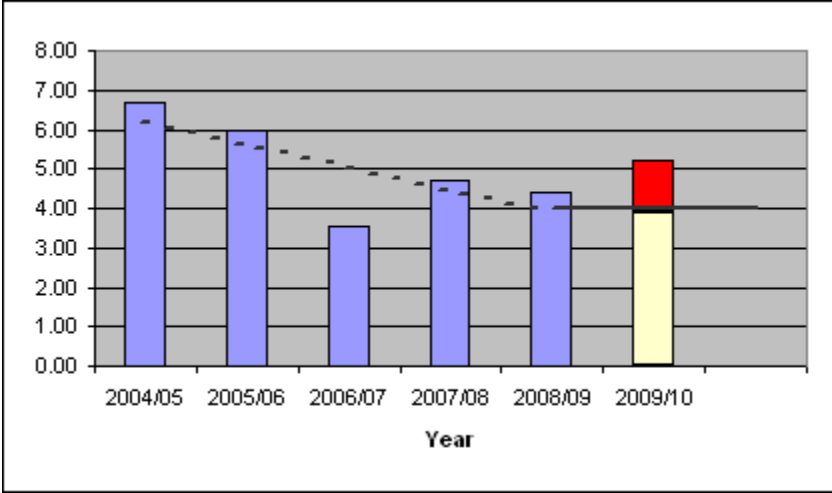
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
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	↑	<table border="1"> <caption>Performance Data for FRS/EFR/S/002</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0.00%</td></tr> <tr><td>2005/06</td><td>0.00%</td></tr> <tr><td>2006/07</td><td>0.00%</td></tr> <tr><td>2007/08</td><td>62.00%</td></tr> <tr><td>2008/09</td><td>62.00%</td></tr> <tr><td>2009/10</td><td>55.00%</td></tr> </tbody> </table>	Year	Percentage	2004/05	0.00%	2005/06	0.00%	2006/07	0.00%	2007/08	62.00%	2008/09	62.00%	2009/10	55.00%	No Comment	n/a	We will adopt the new National Standard when finalised through the consultation process	Director Risk Reduction DCFO Barry		
Year	Percentage																						
2004/05	0.00%																						
2005/06	0.00%																						
2006/07	0.00%																						
2007/08	62.00%																						
2008/09	62.00%																						
2009/10	55.00%																						
FRS/RRC/C/001 (i)	The No of Deaths caused by fires started Accidentally in Dwellings per 100,000 population	↓	<table border="1"> <caption>Performance Data for FRS/RRC/C/001 (i)</caption> <thead> <tr> <th>Year</th> <th>Deaths per 100,000</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0.72</td></tr> <tr><td>2005/06</td><td>0.58</td></tr> <tr><td>2006/07</td><td>0.08</td></tr> <tr><td>2007/08</td><td>0.42</td></tr> <tr><td>2008/09</td><td>0.42</td></tr> <tr><td>2009/10</td><td>0.18</td></tr> <tr><td>FG4 Average</td><td>0.42</td></tr> </tbody> </table>	Year	Deaths per 100,000	2004/05	0.72	2005/06	0.58	2006/07	0.08	2007/08	0.42	2008/09	0.42	2009/10	0.18	FG4 Average	0.42	2 x incidents. Investigations have been carried out. Still on course to better the 'set' target.	0.14	With two fire deaths this year trend analysis seeking to increase performance on the prevention of loss of life in domestic properties. We clearly will aim for zero, however the pragmatic approach is as such.	Director Risk Reduction DCFO Barry
Year	Deaths per 100,000																						
2004/05	0.72																						
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South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible
FRS/RRC/C/001 (ii)	The No of Deaths caused by fires started Deliberately in Dwellings per 100,000 population	↓		1 x incident this quarter. Investigation carried out and completed. If trend is to continue, we will break target of 09/10, but still look to be better than that of 08/09.	0.07	With two fire deaths this year trend analysis seeking to increase performance on the prevention of loss of life in domestic properties. We clearly will aim for zero, however the pragmatic approach is as such.	Director Risk Reduction DCFO Barry
FRS/RRC/C/001 (iii)	The No of Deaths caused by fires started Accidentally in premises other than Dwellings per 100,000 population	↓		No incidents this year	0.00	Current initiatives are holding these indicators at zero. The aspiration for the future would be to maintain this.	Director Risk Reduction DCFO Barry

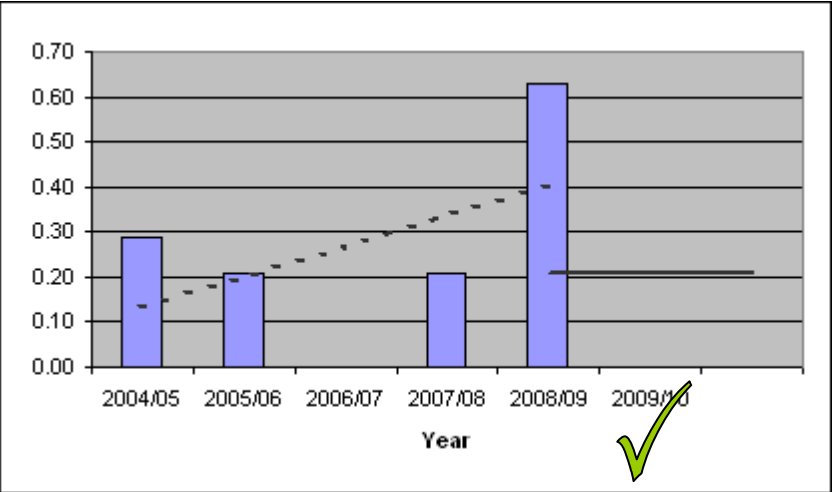
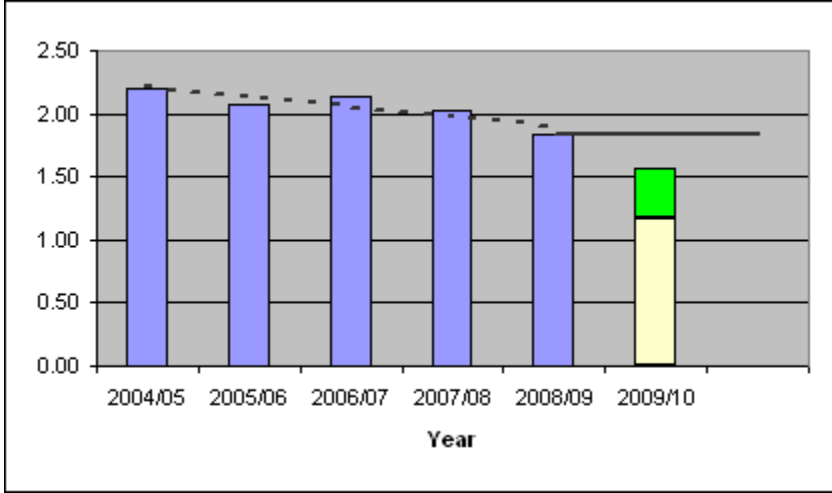
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/RRC/C/001 (iv)	The No of Deaths caused by fires started Deliberately in premises other than Dwellings per 100,000 population	↓	 <table border="1" data-bbox="584 225 1413 719"> <caption>Performance Data for Indicator (iv)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0.00</td></tr> <tr><td>2005/06</td><td>0.00</td></tr> <tr><td>2006/07</td><td>0.00</td></tr> <tr><td>2007/08</td><td>0.00</td></tr> <tr><td>2008/09</td><td>0.00</td></tr> <tr><td>2009/10</td><td>0.00</td></tr> </tbody> </table>	Year	Value	2004/05	0.00	2005/06	0.00	2006/07	0.00	2007/08	0.00	2008/09	0.00	2009/10	0.00	No incidents this year	0.00	Current initiatives are holding these indicators at zero. The aspiration for the future would be to maintain this.	Director Risk Reduction DCFO Barry
Year	Value																				
2004/05	0.00																				
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2006/07	0.00																				
2007/08	0.00																				
2008/09	0.00																				
2009/10	0.00																				
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" data-bbox="584 764 1413 1259"> <caption>Performance Data for Indicator (v)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>6.6</td></tr> <tr><td>2005/06</td><td>6.0</td></tr> <tr><td>2006/07</td><td>3.5</td></tr> <tr><td>2007/08</td><td>4.6</td></tr> <tr><td>2008/09</td><td>4.3</td></tr> <tr><td>2009/10</td><td>5.2</td></tr> </tbody> </table>	Year	Value	2004/05	6.6	2005/06	6.0	2006/07	3.5	2007/08	4.6	2008/09	4.3	2009/10	5.2	Excellent performance in B/Gwent, Cardiff, M /Tydfil, Monmouth, Newport, Torfaen and the Vale. Bridgend and Caerphilly on a par with previous quarter, but R.C.T had an increase of incidents in this category. Have already exceeded the return of 09/09.	4.41	Variance from trend to account for new reporting procedures eg oxygen therapy. To set a new bench march figure on which to improve in the coming year.	Director Risk Reduction DCFO Barry
Year	Value																				
2004/05	6.6																				
2005/06	6.0																				
2006/07	3.5																				
2007/08	4.6																				
2008/09	4.3																				
2009/10	5.2																				

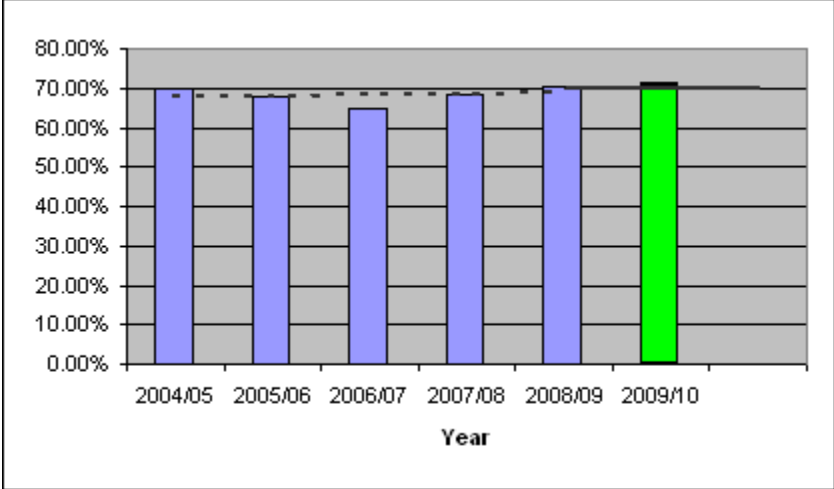
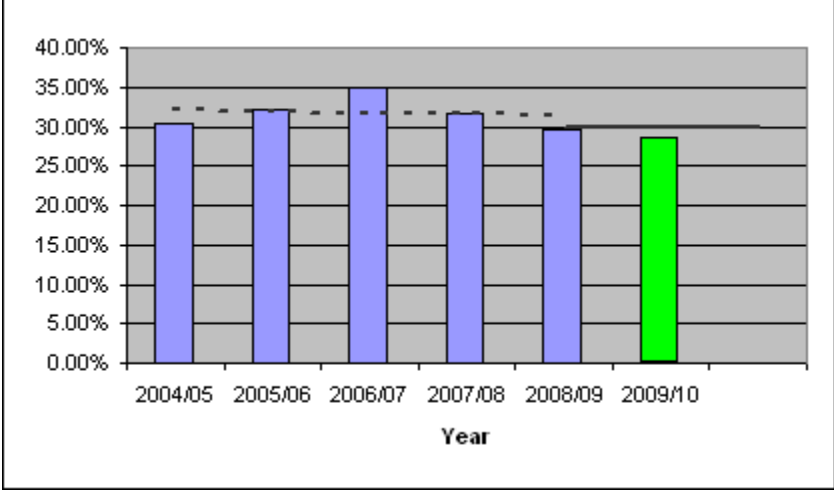
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/RRC/C/001 (vi)	The No of Injuries excluding precautionary checks arising from fires started deliberately in dwellings per 100,000 population	↓	<table border="1"> <caption>Data for Indicator (vi)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>1.00</td> </tr> <tr> <td>2005/06</td> <td>2.25</td> </tr> <tr> <td>2006/07</td> <td>1.40</td> </tr> <tr> <td>2007/08</td> <td>1.40</td> </tr> <tr> <td>2008/09</td> <td>1.75</td> </tr> <tr> <td>2009/10</td> <td>1.55</td> </tr> </tbody> </table>	Year	Value	2004/05	1.00	2005/06	2.25	2006/07	1.40	2007/08	1.40	2008/09	1.75	2009/10	1.55	A notable reduction in a number of the U/As while a large number maintained 'nil' returns for the second quarter running. Sets the tone for beating the target 'as set' in addition to beating the actual return of 08/09.'	1.75	Variance from trend to account for new reporting procedures e.g. oxygen therapy. To set a new bench mark figure on which to improve in the coming year.	Director Risk Reduction DCFO Barry
Year	Value																				
2004/05	1.00																				
2005/06	2.25																				
2006/07	1.40																				
2007/08	1.40																				
2008/09	1.75																				
2009/10	1.55																				
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 Indicator (vii)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>0.43</td> </tr> <tr> <td>2005/06</td> <td>0.50</td> </tr> <tr> <td>2006/07</td> <td>0.28</td> </tr> <tr> <td>2007/08</td> <td>0.42</td> </tr> <tr> <td>2008/09</td> <td>0.35</td> </tr> <tr> <td>2009/10</td> <td>0.55</td> </tr> </tbody> </table>	Year	Value	2004/05	0.43	2005/06	0.50	2006/07	0.28	2007/08	0.42	2008/09	0.35	2009/10	0.55	As Above. Strategies still not completed, nor implemented. Target looks 'set' to be broken for 09/10. Analysis of data still ongoing. Due to the implementation of IRS there is a suspicion that additional properties are being included within this indicator compared to previous years.	0.35	Variance from trend to account for new reporting procedures e.g. oxygen therapy. To set a new bench mark figure on which to improve in the coming year.	Director Risk Reduction DCFO Barry
Year	Value																				
2004/05	0.43																				
2005/06	0.50																				
2006/07	0.28																				
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South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/RRC/C/001 (viii)	The No of Injuries excluding precautionary checks arising from fires started deliberately in premises other than Dwellings per 100,000 population	↓	 <table border="1" data-bbox="584 233 1413 727"> <caption>Performance Data for Indicator FRS/RRC/C/001 (viii)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>0.28</td> </tr> <tr> <td>2005/06</td> <td>0.20</td> </tr> <tr> <td>2006/07</td> <td>0.25</td> </tr> <tr> <td>2007/08</td> <td>0.20</td> </tr> <tr> <td>2008/09</td> <td>0.62</td> </tr> <tr> <td>2009/10</td> <td>0.21</td> </tr> </tbody> </table>	Year	Value	2004/05	0.28	2005/06	0.20	2006/07	0.25	2007/08	0.20	2008/09	0.62	2009/10	0.21	A nil return for this quarter. No incidents so far	0.21	Variance from trend to account for new reporting procedures e.g. oxygen therapy. To set a new bench mark figure on which to improve in the coming year.	Director Risk Reduction DCFO Barry
Year	Value																				
2004/05	0.28																				
2005/06	0.20																				
2006/07	0.25																				
2007/08	0.20																				
2008/09	0.62																				
2009/10	0.21																				
FRS/RRC/C/002 (i)	The No of Malicious False Alarms received by the Authority per 1,000 population	↓	 <table border="1" data-bbox="584 772 1413 1267"> <caption>Performance Data for Indicator FRS/RRC/C/002 (i)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>2.20</td> </tr> <tr> <td>2005/06</td> <td>2.05</td> </tr> <tr> <td>2006/07</td> <td>2.10</td> </tr> <tr> <td>2007/08</td> <td>2.00</td> </tr> <tr> <td>2008/09</td> <td>1.80</td> </tr> <tr> <td>2009/10</td> <td>1.56</td> </tr> </tbody> </table>	Year	Value	2004/05	2.20	2005/06	2.05	2006/07	2.10	2007/08	2.00	2008/09	1.80	2009/10	1.56	The number of malicious false alarms received by the Authority per 1,000 population has been reduced to a projected figure of 1.56 which is a reduction on our target figure of 0.27%.	1.40	Continuing program of malicious call challenges and working with mobile phone providers to disconnect recidivists.	Director Risk Reduction DCFO Barry
Year	Value																				
2004/05	2.20																				
2005/06	2.05																				
2006/07	2.10																				
2007/08	2.00																				
2008/09	1.80																				
2009/10	1.56																				

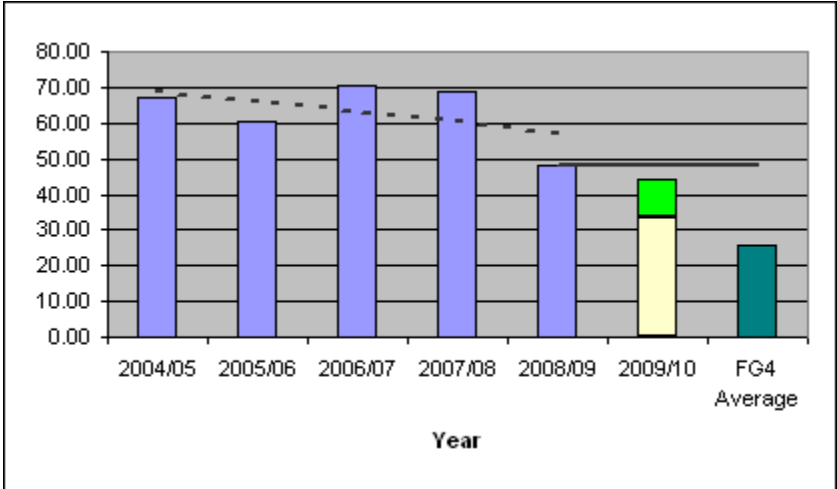
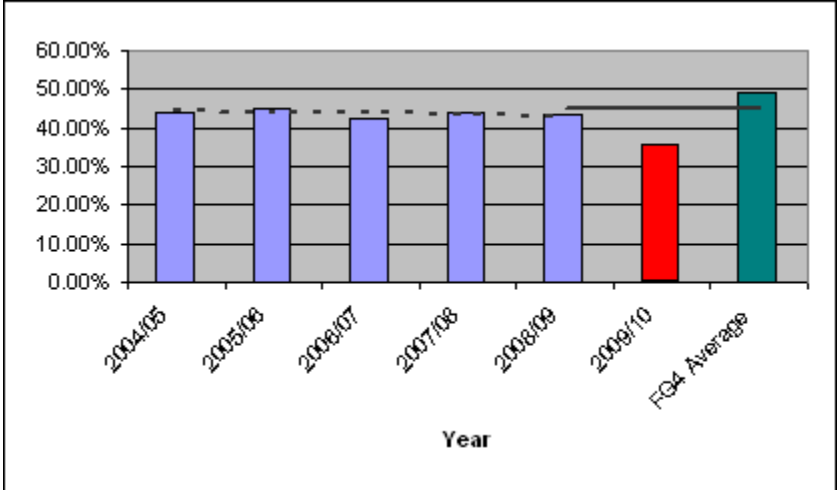
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/RRC/C/002 (ii)	The Percentage of all Malicious False Alarms received that were not attended	↑	 <table border="1" data-bbox="586 236 1417 727"> <caption>Performance Data for Indicator (ii)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>70.00%</td></tr> <tr><td>2005/06</td><td>68.00%</td></tr> <tr><td>2006/07</td><td>65.00%</td></tr> <tr><td>2007/08</td><td>68.00%</td></tr> <tr><td>2008/09</td><td>70.00%</td></tr> <tr><td>2009/10</td><td>72.10%</td></tr> </tbody> </table>	Year	Percentage	2004/05	70.00%	2005/06	68.00%	2006/07	65.00%	2007/08	68.00%	2008/09	70.00%	2009/10	72.10%	No Comment	72.10%	Accepting the trend building on success and nationally accredited good practice.	Director Risk Reduction DCFO Barry
Year	Percentage																				
2004/05	70.00%																				
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FRS/RRC/C/002 (iii)	The Percentage of all Malicious False Alarms received that were attended	↓	 <table border="1" data-bbox="586 775 1417 1267"> <caption>Performance Data for Indicator (iii)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>30.00%</td></tr> <tr><td>2005/06</td><td>32.00%</td></tr> <tr><td>2006/07</td><td>35.00%</td></tr> <tr><td>2007/08</td><td>32.00%</td></tr> <tr><td>2008/09</td><td>30.00%</td></tr> <tr><td>2009/10</td><td>27.50%</td></tr> </tbody> </table>	Year	Percentage	2004/05	30.00%	2005/06	32.00%	2006/07	35.00%	2007/08	32.00%	2008/09	30.00%	2009/10	27.50%	No Comment	27.50%	Accepting the trend building on success and nationally accredited good practice.	Director Risk Reduction DCFO Barry
Year	Percentage																				
2004/05	30.00%																				
2005/06	32.00%																				
2006/07	35.00%																				
2007/08	32.00%																				
2008/09	30.00%																				
2009/10	27.50%																				

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
FRS/RRC/C/003	The No of Total False Alarms caused by AFDs per 1,000 Non-Domestic Properties	↓	<table border="1"> <caption>Data for FRS/RRC/C/003 Performance Chart</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>105</td></tr> <tr><td>2005/06</td><td>115</td></tr> <tr><td>2006/07</td><td>120</td></tr> <tr><td>2007/08</td><td>110</td></tr> <tr><td>2008/09</td><td>100</td></tr> <tr><td>2009/10</td><td>80</td></tr> <tr><td>FG4 Average</td><td>86.79</td></tr> </tbody> </table>	Year	Value	2004/05	105	2005/06	115	2006/07	120	2007/08	110	2008/09	100	2009/10	80	FG4 Average	86.79	If the present figures are continued then the projected figure for the year end will be 91.22	86.79	Policies adapted last year provided good improvement that is expected to improve again this year, Target accepted.	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	105																						
2005/06	115																						
2006/07	120																						
2007/08	110																						
2008/09	100																						
2009/10	80																						
FG4 Average	86.79																						
FRS/RRC/C/004 (i)	The No of Deliberate Primary Fires per 10,000 population	↓	<table border="1"> <caption>Data for FRS/RRC/C/004 Performance Chart</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>22</td></tr> <tr><td>2005/06</td><td>19</td></tr> <tr><td>2006/07</td><td>18</td></tr> <tr><td>2007/08</td><td>15</td></tr> <tr><td>2008/09</td><td>13</td></tr> <tr><td>2009/10</td><td>8</td></tr> <tr><td>FG4 Average</td><td>12.33</td></tr> </tbody> </table>	Year	Value	2004/05	22	2005/06	19	2006/07	18	2007/08	15	2008/09	13	2009/10	8	FG4 Average	12.33	All Unitary Authorities with the exception of Bridgend and Newport have shown a reduction in this third quarter. Again, the good practise's that are being carried out in the other U/A's to be looked at with the aim of introducing across all U/A's.	12.33	Economic Climate expect to hold current position with modest improvement.	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	22																						
2005/06	19																						
2006/07	18																						
2007/08	15																						
2008/09	13																						
2009/10	8																						
FG4 Average	12.33																						

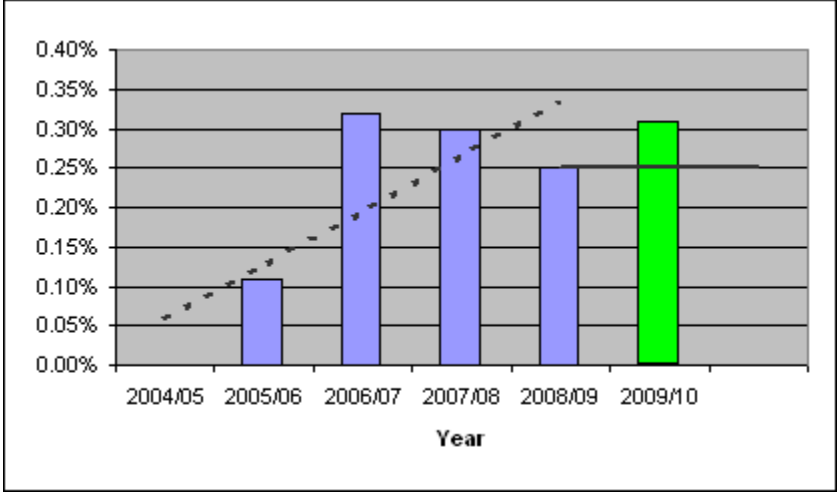
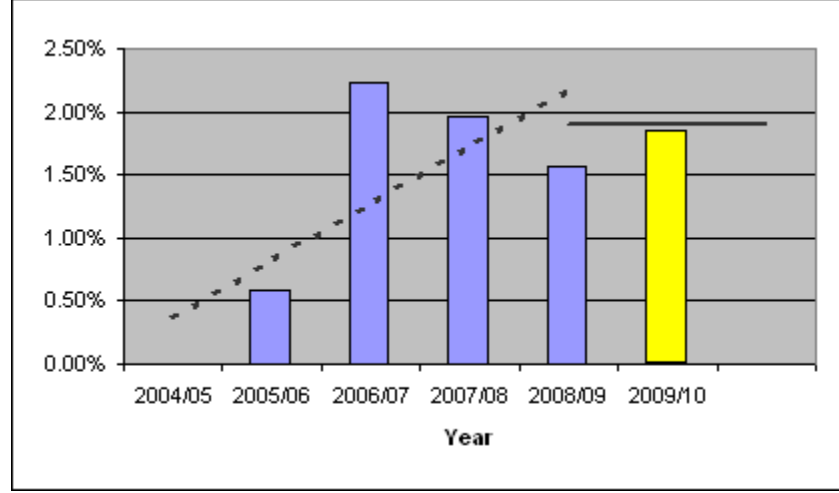
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
FRS/RRC/C/004 (ii)	The No of Deliberate Secondary Fires per 10,000 population	↓	 <table border="1" data-bbox="577 233 1411 724"> <caption>Deliberate Secondary Fires per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>68.00</td> </tr> <tr> <td>2005/06</td> <td>60.00</td> </tr> <tr> <td>2006/07</td> <td>70.00</td> </tr> <tr> <td>2007/08</td> <td>68.00</td> </tr> <tr> <td>2008/09</td> <td>48.00</td> </tr> <tr> <td>2009/10</td> <td>42.39</td> </tr> <tr> <td>FG4 Average</td> <td>25.00</td> </tr> </tbody> </table>	Year	Value	2004/05	68.00	2005/06	60.00	2006/07	70.00	2007/08	68.00	2008/09	48.00	2009/10	42.39	FG4 Average	25.00	A good return across the organisation. Target looking to be exceeded.	42.39	Impacted on by weather conditions Attempt to maintain the trend. Accept the trend line. We know this is ambitious however with current initiatives,	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	68.00																						
2005/06	60.00																						
2006/07	70.00																						
2007/08	68.00																						
2008/09	48.00																						
2009/10	42.39																						
FG4 Average	25.00																						
FRS/RRC/C/005 (i)	The Percentage of dwelling fires where Smoke Alarms fitted and activated	↑	 <table border="1" data-bbox="577 772 1411 1264"> <caption>Percentage of dwelling fires where Smoke Alarms fitted and activated</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>44.00%</td> </tr> <tr> <td>2005/06</td> <td>44.00%</td> </tr> <tr> <td>2006/07</td> <td>42.00%</td> </tr> <tr> <td>2007/08</td> <td>43.00%</td> </tr> <tr> <td>2008/09</td> <td>43.00%</td> </tr> <tr> <td>2009/10</td> <td>36.00%</td> </tr> <tr> <td>FG4 Average</td> <td>49.00%</td> </tr> </tbody> </table>	Year	Value	2004/05	44.00%	2005/06	44.00%	2006/07	42.00%	2007/08	43.00%	2008/09	43.00%	2009/10	36.00%	FG4 Average	49.00%	HFS Team Manager working on strategies to try and increase the rate of getting into homes to fit detectors. Team also looking at strategies to incorporate qualitative returns rather than quantitative.	40.00%	These three indicators cause us continuing problems (005(i) is significantly affected by the siting of the detector and the emission of smoke percolating through the property.	Director Risk Reduction DCFO Barry
Year	Value																						
2004/05	44.00%																						
2005/06	44.00%																						
2006/07	42.00%																						
2007/08	43.00%																						
2008/09	43.00%																						
2009/10	36.00%																						
FG4 Average	49.00%																						

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible																
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>2004/05</td> <td>8.5%</td> </tr> <tr> <td>2005/06</td> <td>8.0%</td> </tr> <tr> <td>2006/07</td> <td>9.5%</td> </tr> <tr> <td>2007/08</td> <td>9.5%</td> </tr> <tr> <td>2008/09</td> <td>10.5%</td> </tr> <tr> <td>2009/10</td> <td>11.5%</td> </tr> <tr> <td>FG4 Average</td> <td>15.5%</td> </tr> </tbody> </table>	Year	Percentage	2004/05	8.5%	2005/06	8.0%	2006/07	9.5%	2007/08	9.5%	2008/09	10.5%	2009/10	11.5%	FG4 Average	15.5%	HFS Team Manager working on strategies to try and increase the rate of getting into homes to fit detectors. Team also looking at strategies to incorporate qualitative returns rather than quantitative.	10.00%	The same applied to 005(ii) to some degree, however poorly maintained, sited detectors do influence our performance in this area.	Director Risk Reduction DCFO Barry
Year	Percentage																						
2004/05	8.5%																						
2005/06	8.0%																						
2006/07	9.5%																						
2007/08	9.5%																						
2008/09	10.5%																						
2009/10	11.5%																						
FG4 Average	15.5%																						
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>2004/05</td> <td>47%</td> </tr> <tr> <td>2005/06</td> <td>46%</td> </tr> <tr> <td>2006/07</td> <td>47%</td> </tr> <tr> <td>2007/08</td> <td>46%</td> </tr> <tr> <td>2008/09</td> <td>45%</td> </tr> <tr> <td>2009/10</td> <td>36%</td> </tr> <tr> <td>FG4 Average</td> <td>49%</td> </tr> </tbody> </table>	Year	Percentage	2004/05	47%	2005/06	46%	2006/07	47%	2007/08	46%	2008/09	45%	2009/10	36%	FG4 Average	49%	HFS Team Manager working on strategies to try and increase the rate of getting into homes to fit detectors. Team also looking at strategies to incorporate qualitative returns rather than quantitative.	49.00%	Finally 005(iii) is expressed in a percentage format which results in the numbers of fires in the home where no detectors are fitted rises as a percentage as the number of total fires in domestic properties fall year on year. However we recognise that homes with no smoke detection fitted or maintained are the highest risk residence in our communities and we will continue to target education programs and working with partners to increase ownership of SD units.	Director Risk Reduction DCFO Barry
Year	Percentage																						
2004/05	47%																						
2005/06	46%																						
2006/07	47%																						
2007/08	46%																						
2008/09	45%																						
2009/10	36%																						
FG4 Average	49%																						

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/CHR/C/001 (i)	The Percentage of Uniformed Staff working WDS and RDS who categorise themselves as having a disability	↑	 <table border="1" data-bbox="577 225 1413 719"> <caption>Performance Data for Indicator (i)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>~0.06%</td> </tr> <tr> <td>2005/06</td> <td>~0.11%</td> </tr> <tr> <td>2006/07</td> <td>~0.32%</td> </tr> <tr> <td>2007/08</td> <td>~0.29%</td> </tr> <tr> <td>2008/09</td> <td>~0.24%</td> </tr> <tr> <td>2009/10</td> <td>~0.31%</td> </tr> </tbody> </table>	Year	Percentage	2004/05	~0.06%	2005/06	~0.11%	2006/07	~0.32%	2007/08	~0.29%	2008/09	~0.24%	2009/10	~0.31%	Cumulatively the number of staff who categorise themselves as having a disability has remained constant. The variations over Q1 to Q3 reflect the variations in the services headcount figures, rather than changes in the number of staff with disabilities.	0.3%	Judgement	Director HR & Training P Haynes
Year	Percentage																				
2004/05	~0.06%																				
2005/06	~0.11%																				
2006/07	~0.32%																				
2007/08	~0.29%																				
2008/09	~0.24%																				
2009/10	~0.31%																				
FRS/CHR/C/001 (ii)	The Percentage of Control and Non-Uniformed Staff who categorise themselves as having a disability	↑	 <table border="1" data-bbox="577 764 1413 1259"> <caption>Performance Data for Indicator (ii)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>~0.4%</td> </tr> <tr> <td>2005/06</td> <td>~0.6%</td> </tr> <tr> <td>2006/07</td> <td>~2.2%</td> </tr> <tr> <td>2007/08</td> <td>~1.9%</td> </tr> <tr> <td>2008/09</td> <td>~1.5%</td> </tr> <tr> <td>2009/10</td> <td>~1.8%</td> </tr> </tbody> </table>	Year	Percentage	2004/05	~0.4%	2005/06	~0.6%	2006/07	~2.2%	2007/08	~1.9%	2008/09	~1.5%	2009/10	~1.8%	Cumulatively the number of staff who categorise themselves as having a disability has remained constant. The variations over Q1 to Q3 reflects the variations in the services headcount figures, rather than changes in the number of staff with disabilities	1.9%	Judgement	Director HR & Training P Haynes
Year	Percentage																				
2004/05	~0.4%																				
2005/06	~0.6%																				
2006/07	~2.2%																				
2007/08	~1.9%																				
2008/09	~1.5%																				
2009/10	~1.8%																				

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/CHR/C/001 (iii)	The Percentage of People who categorise themselves as having a disability in the Authority Area	NA	<table border="1"> <caption>Performance Data for FRS/CHR/C/001 (iii)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0.00%</td></tr> <tr><td>2005/06</td><td>~1.00%</td></tr> <tr><td>2006/07</td><td>~3.00%</td></tr> <tr><td>2007/08</td><td>~6.00%</td></tr> <tr><td>2008/09</td><td>20.00%</td></tr> <tr><td>2009/10</td><td>~20.00%</td></tr> </tbody> </table>	Year	Percentage	2004/05	0.00%	2005/06	~1.00%	2006/07	~3.00%	2007/08	~6.00%	2008/09	20.00%	2009/10	~20.00%	Data provided by an external source. End of year projection under development through WAG.	Externally set	N/A	Director HR & Training P Haynes
Year	Percentage																				
2004/05	0.00%																				
2005/06	~1.00%																				
2006/07	~3.00%																				
2007/08	~6.00%																				
2008/09	20.00%																				
2009/10	~20.00%																				
FRS/CHR/C/002 (i)	The Percentage of Staff who belong to a Minority Ethnic Group	↑	<table border="1"> <caption>Performance Data for FRS/CHR/C/002 (i)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0.00%</td></tr> <tr><td>2005/06</td><td>~0.10%</td></tr> <tr><td>2006/07</td><td>~0.30%</td></tr> <tr><td>2007/08</td><td>~1.10%</td></tr> <tr><td>2008/09</td><td>~1.10%</td></tr> <tr><td>2009/10</td><td>1.20%</td></tr> </tbody> </table>	Year	Percentage	2004/05	0.00%	2005/06	~0.10%	2006/07	~0.30%	2007/08	~1.10%	2008/09	~1.10%	2009/10	1.20%	No relevant change in comparison to first half of year although the Service continues to adopt a proactive stance in respect of job adverts etc.	1.2%	Judgement	Director HR & Training P Haynes
Year	Percentage																				
2004/05	0.00%																				
2005/06	~0.10%																				
2006/07	~0.30%																				
2007/08	~1.10%																				
2008/09	~1.10%																				
2009/10	1.20%																				

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/CHR/C/002 (ii)	The Percentage of People from Minority Ethnic Groups who are economically active in the Authority Area	NA	<table border="1"> <caption>Performance Data for FRS/CHR/C/002 (ii)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0.00%</td></tr> <tr><td>2005/06</td><td>0.20%</td></tr> <tr><td>2006/07</td><td>0.80%</td></tr> <tr><td>2007/08</td><td>3.00%</td></tr> <tr><td>2008/09</td><td>3.00%</td></tr> <tr><td>2009/10</td><td>3.00%</td></tr> </tbody> </table>	Year	Percentage	2004/05	0.00%	2005/06	0.20%	2006/07	0.80%	2007/08	3.00%	2008/09	3.00%	2009/10	3.00%	Data provided by an external source. End of year projection under development through WAG.	Externally set	N/A	Director HR & Training P Haynes
Year	Percentage																				
2004/05	0.00%																				
2005/06	0.20%																				
2006/07	0.80%																				
2007/08	3.00%																				
2008/09	3.00%																				
2009/10	3.00%																				
FRS/CHR/C/003	The Percentage of Fire-fighters who are Women	↑	<table border="1"> <caption>Performance Data for FRS/CHR/C/003</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>1.00%</td></tr> <tr><td>2005/06</td><td>1.10%</td></tr> <tr><td>2006/07</td><td>1.20%</td></tr> <tr><td>2007/08</td><td>1.60%</td></tr> <tr><td>2008/09</td><td>2.00%</td></tr> <tr><td>2009/10</td><td>2.20%</td></tr> </tbody> </table>	Year	Percentage	2004/05	1.00%	2005/06	1.10%	2006/07	1.20%	2007/08	1.60%	2008/09	2.00%	2009/10	2.20%	Increase on the first half of year due to female RDS intake in December 2009.	2.0%	Judgement	Director HR & Training P Haynes
Year	Percentage																				
2004/05	1.00%																				
2005/06	1.10%																				
2006/07	1.20%																				
2007/08	1.60%																				
2008/09	2.00%																				
2009/10	2.20%																				

South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/CHR/C/004 (i)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - All Staff	↓	<table border="1"> <caption>Sickness Absence per full time equivalent Employee - All Staff</caption> <thead> <tr> <th>Year</th> <th>Performance</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>11.5</td> </tr> <tr> <td>2005/06</td> <td>9.5</td> </tr> <tr> <td>2006/07</td> <td>7.5</td> </tr> <tr> <td>2007/08</td> <td>7.5</td> </tr> <tr> <td>2008/09</td> <td>7.5</td> </tr> <tr> <td>2009/10</td> <td>7.64</td> </tr> </tbody> </table>	Year	Performance	2004/05	11.5	2005/06	9.5	2006/07	7.5	2007/08	7.5	2008/09	7.5	2009/10	7.64	The projected end of year performance is 7.64, which is below the target of 7.8.	7.8	Judgement	Director HR & Training P Haynes
Year	Performance																				
2004/05	11.5																				
2005/06	9.5																				
2006/07	7.5																				
2007/08	7.5																				
2008/09	7.5																				
2009/10	7.64																				
FRS/CHR/C/004 (ii)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - Wholetime Uniformed Staff	↓	<table border="1"> <caption>Sickness Absence per full time equivalent Employee - Wholetime Uniformed Staff</caption> <thead> <tr> <th>Year</th> <th>Performance</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>11.5</td> </tr> <tr> <td>2005/06</td> <td>9.5</td> </tr> <tr> <td>2006/07</td> <td>7.0</td> </tr> <tr> <td>2007/08</td> <td>7.5</td> </tr> <tr> <td>2008/09</td> <td>7.0</td> </tr> <tr> <td>2009/10</td> <td>7.37</td> </tr> </tbody> </table>	Year	Performance	2004/05	11.5	2005/06	9.5	2006/07	7.0	2007/08	7.5	2008/09	7.0	2009/10	7.37	The projected end of year performance is 7.37, which is slightly above the target of 7.1.	7.1	Judgement	Director HR & Training P Haynes
Year	Performance																				
2004/05	11.5																				
2005/06	9.5																				
2006/07	7.0																				
2007/08	7.5																				
2008/09	7.0																				
2009/10	7.37																				

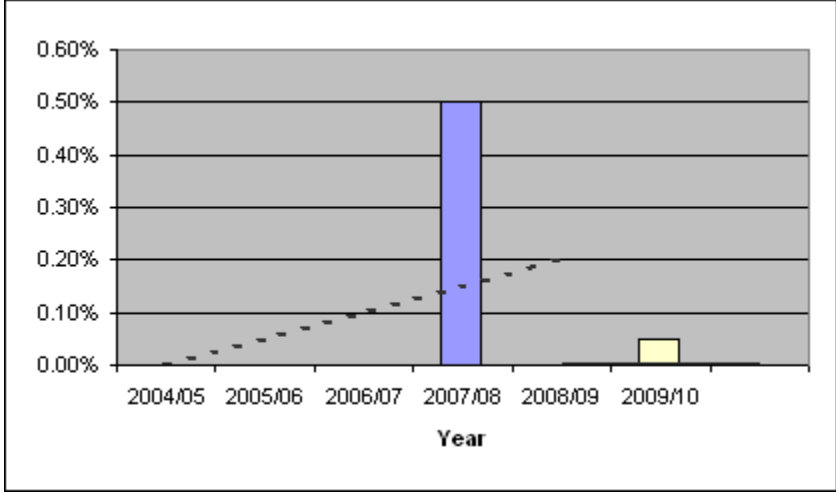
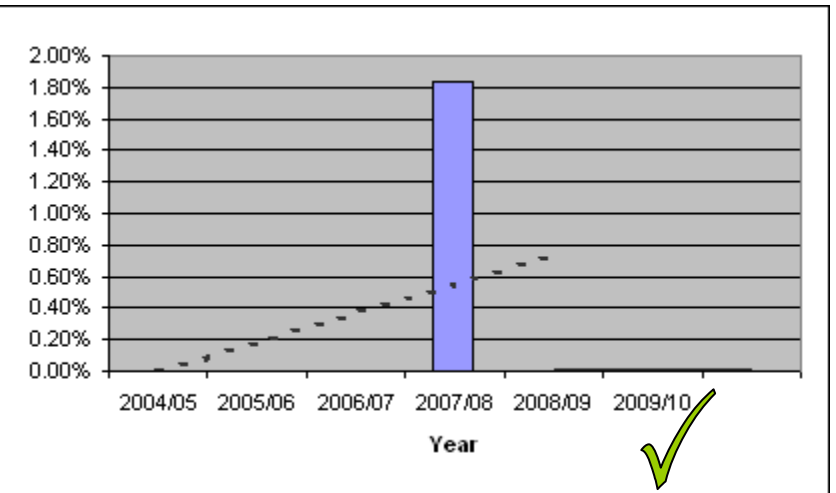
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/CHR/C/004 (iii)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - Control Staff	↓	<table border="1"> <caption>Sickness Absence - Control Staff</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>23.5</td></tr> <tr><td>2005/06</td><td>11.5</td></tr> <tr><td>2006/07</td><td>12.5</td></tr> <tr><td>2007/08</td><td>11.5</td></tr> <tr><td>2008/09</td><td>12.5</td></tr> <tr><td>2009/10</td><td>13.65</td></tr> </tbody> </table>	Year	Value	2004/05	23.5	2005/06	11.5	2006/07	12.5	2007/08	11.5	2008/09	12.5	2009/10	13.65	The projected end of year performance is 13.65, which is above the target of 12.1 and slightly above last year's figure of 12.95. A number of staff have gone onto long term sickness during this quarter which has led to an increase in the figures.	12.1	Judgement	Director HR & Training P Haynes
Year	Value																				
2004/05	23.5																				
2005/06	11.5																				
2006/07	12.5																				
2007/08	11.5																				
2008/09	12.5																				
2009/10	13.65																				
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>Sickness Absence - Non-Operational Staff</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>8.5</td></tr> <tr><td>2005/06</td><td>8.0</td></tr> <tr><td>2006/07</td><td>8.0</td></tr> <tr><td>2007/08</td><td>7.8</td></tr> <tr><td>2008/09</td><td>10.5</td></tr> <tr><td>2009/10</td><td>7.31</td></tr> </tbody> </table>	Year	Value	2004/05	8.5	2005/06	8.0	2006/07	8.0	2007/08	7.8	2008/09	10.5	2009/10	7.31	The projected end of year performance is 7.31, which is well below the target of 8.4. Whilst some staff on long term sickness returned to work a further number of staff have gone on long term sickness during this quarter which has led to an increase in the figures	8.4	Judgement	Director HR & Training P Haynes
Year	Value																				
2004/05	8.5																				
2005/06	8.0																				
2006/07	8.0																				
2007/08	7.8																				
2008/09	10.5																				
2009/10	7.31																				

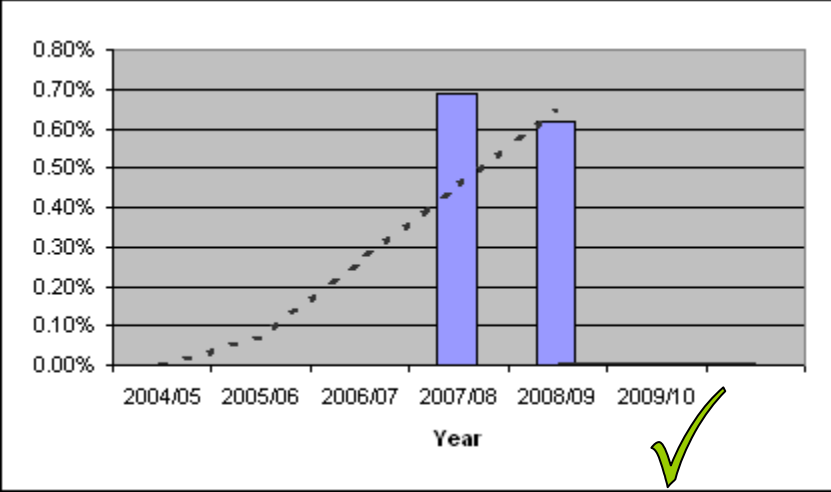
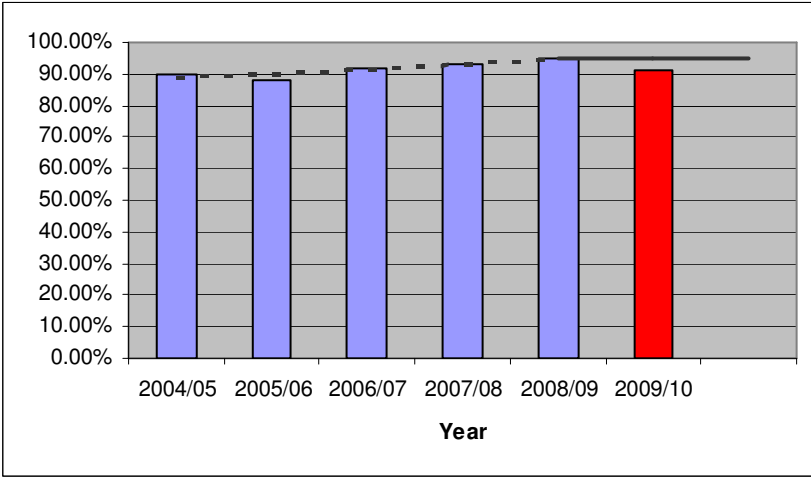
South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/CHR/C/005 (i)	The Total No of Ill-Health Retirements as a % of the total Workforce	↓	<table border="1"> <caption>Ill-Health Retirements as a % of the total Workforce</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>0.00%</td> </tr> <tr> <td>2005/06</td> <td>0.05%</td> </tr> <tr> <td>2006/07</td> <td>0.10%</td> </tr> <tr> <td>2007/08</td> <td>0.40%</td> </tr> <tr> <td>2008/09</td> <td>0.10%</td> </tr> <tr> <td>2009/10</td> <td>0.07%</td> </tr> </tbody> </table>	Year	Percentage	2004/05	0.00%	2005/06	0.05%	2006/07	0.10%	2007/08	0.40%	2008/09	0.10%	2009/10	0.07%	There have been no further IHR's this quarter but there will be 1 next quarter	0.0%	Judgement	Director HR & Training P Haynes
Year	Percentage																				
2004/05	0.00%																				
2005/06	0.05%																				
2006/07	0.10%																				
2007/08	0.40%																				
2008/09	0.10%																				
2009/10	0.07%																				
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South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible														
FRS/CHR/C/005 (iii)	The Total No of RDS personnel ill-Health Retirements as a % of the total RDS workforce	↓	 <table border="1" data-bbox="584 225 1417 719"> <caption>RDS Personnel Ill-Health Retirements (%)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2004/05</td><td>0.00%</td></tr> <tr><td>2005/06</td><td>0.02%</td></tr> <tr><td>2006/07</td><td>0.05%</td></tr> <tr><td>2007/08</td><td>0.50%</td></tr> <tr><td>2008/09</td><td>0.00%</td></tr> <tr><td>2009/10</td><td>0.05%</td></tr> </tbody> </table>	Year	Percentage	2004/05	0.00%	2005/06	0.02%	2006/07	0.05%	2007/08	0.50%	2008/09	0.00%	2009/10	0.05%	There have been no further IHRs in this quarter	0.0%	Judgement	Director HR & Training P Haynes
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South Wales Fire and Rescue Service

Indicator Reference	Description	Desired Direction of Travel	Performance	Comments	2010/11 Proposed Target	Basis of Target Setting	Director Responsible
FRS/CHR/C/005 (v)	The Total No of Non-Uniformed Personnel ill-Health Retirements as a % of the total Non-Uniformed workforce	↓		No further comment	0.0%	Judgement	Director HR & Training P Haynes
FRS/CFH/C/001	The percentage of undisputed invoices that were paid in 30 days	↑		Processes are continuing to be reviewed to ensure invoices are processed as promptly as possible	97.0%	Judgement	Director of Corporate Services S Murton

Corporate Risks

Significant (High) Risk

The following table details the 6 risks that are currently rated high in the Corporate Risk Register, together with details of their scoring over the last four quarters.

Risk Ref.	Risk Origin	Risk	Controls in Place	Quarterly Review Comments	Movement in Risk Rating ↑↓				Risk Owner
					Q3 08/09	Q1 09/10	Q2 09/10	Q3 09/10	
21	SMT (formerly BCB)	If staff are using their own vehicles for work purposes without any checks on legality/insurance then there is a risk of liability on the organisation	None currently other than checks on users of pool cars	Actions planned progressing but risk scoring unchanged.	-	-	9 (3x3 old matrix)	15 (3x5)	Calvin Powell
25	Corp Obj	If the service does not review business processes to make them as efficient and effective as possible then there may be future capacity issues and a possible decline in level of service provision.	The HQ move has been a catalyst for departments to start reviewing and improving their business processes.	Work going forward has been included within Service Plans for 2010/2011.	-	9 (3x3 old matrix)	9 (3x3 old matrix)	16 (4x4)	Sally Murton
44	SMT (formerly BCB)	If existing external funding is not continued SWFRS may not be able to continue to implement all planned initiatives and reduce risk. (No indication of continued funding beyond April 2011)	Member of SWFRS staff seconded to WAG with remit to produce report regarding all youth provision and engagement and collaboration with youth justice board and CYPPs Oct 09	Ongoing – no change	-	9 (3x3 old matrix)	9 (3x3 old matrix)	20 (4x5)	Martin Henderson
47	JRA 07/08	If the budget continues to be under pressure then risk that service improvement can not be	None	The recession is causing extreme budget pressures. Small team being set up to look for more efficient ways	4 (2x2 old)	4 (2x2 old)	9 (3x3 old)	16 (4x4)	CFO Andy Marles

South Wales Fire and Rescue Service

Risk Ref.	Risk Origin	Risk	Controls in Place	Quarterly Review Comments	Movement in Risk Rating ↑↓				Risk Owner
					Q3 08/09	Q1 09/10	Q2 09/10	Q3 09/10	
		achieved		of working	matrix)	matrix)	matrix)		
39	JRA 08/09	If issues directly affecting or impacting on FRS emerge as priority issues for LSBs (10), significant capacity issues may emerge	Each LSB informed FRS will only engage if there is benefit in doing so Watching brief maintained	Risk on going.	-	4 (2x2 old matrix)	4 (2x2 old matrix)	16 (4x4)	Martin Henderson
66	SMT	If the electronic incident recording system (IRS) quality assurance process is not adequately resourced, we will be unable to supply accurate and timely incident data to CLG/WAG and to the decision making bodies within SWFRS	Investigating the feasibility of moving IRS into the control room function with identified management lead and admin support appropriate to workload as IRS embeds	New risk identified	-	-	-	16 (4x4)	DCFO Kevin Barry

Key to risk origin: JRA = Wales Audit Office, Joint Risk Assessment 2007/08 and 2008/09
 SMT = Senior Management Team
 BCB = Business Continuity Board (replaced by SMT)
 Corp Obj = Corporate Objective

Full details of all these risks together with material (medium) and manageable (low) risks can be found in the Corporate Risk Register held on the intranet.
<http://fshqsp2/C4/Performance%20Management/Document%20Library/Corporate%20Risk.aspx>

Corporate Objectives

This section provides an update on the progress against achieving the 2009/10 corporate objectives:

Theme	Community Protection
Objective	Reduce deaths and injuries from fires and RTCs
Responsible Director	Director Risk Reduction
<ul style="list-style-type: none"> • Both internal and external groups have been set up, with key partners involved relating to Wild Fire Projects. Phase two of S/Marketing project well advanced, with testing of 'activities' soon to commence. • Decision made by Head of Risk Reduction not to progress establishment of quarterly forum due to implications associated with IRS and increased workload to PMU/ Stats FSEC team. Situation will be reviewed in the next quarter. This objective has been reprioritised. • Lead Officer now appointed in relation to promoting installation of sprinklers in all new builds, however this is not an exclusive reference and effectiveness is yet to be determined. Report timetabled for December 09, held up and objective now delayed. • Some specific projects relating to extending provision to groups particularly at risks on hold until completion of the social marketing project. 10299 referrals passed to SWFRS from Firecall up to 22/12/09 (target should be 11250). Shortfall to be made up during final quarter. Firecall scheme will be replaced by MOSAIC next year. Events/campaign calendar has been agreed. Marketing Officer produced and distributed Christmas safety message based on electrical fire safety to press and media across South Wales. • Vehicle Crime Awareness Days continue to be facilitated in the Gwent Police region on a bi-monthly basis. Mega-drive events supported within the Gwent region throughout October. Domino presentation in all comprehensive schools across SWFRS are now being programmed for delivery in the 10 unitary authorities and are anticipated to commence in the last quarter of early next year. The Domino will be facilitated in partnership with station based Road Safety Advisors (RSA's) and with Local Authority Road Safety Officers • This section has now seen a reduced number of services being offered due to staff returning on a 'controlled return to work' as well as members being displaced into another project. • Specification devised capital bid completed for system to met needs and presented to Finance for consideration for 20010/11 budget. Action complete awaiting approval. • As a consequence of information from an analysis of data, the same areas are being identified as those which present the greatest arson reduction challenges. Therefore, the local Station Commanders are being assisted to run a day of action. During the last quarter, days of action have been held at Aberdare, Tonypandy and Pontypridd. 	

Theme	Attract and Develop Our People
Objective	Create an organisation that practices our values
Responsible Director	Director Risk Reduction
<ul style="list-style-type: none"> • Developed close working relations with community groups as part of our strategy to encourage applications from people from under-represented groups. • Held “Women only Access Events” to support the interest of this under-represented group within the Service. • Engaged in a number of positive action initiatives with the Cardiff Community to deliver awareness of FRS and the job opportunities. • Further roll out of similar events under evaluation. • Recorded positive progress in respect of the day crewed RDS station training provisions. • Quarterly reviews held to ensure training delivery continues to meet organisational requirements. • IIP initiative progressed across the Service. • Steering group established to formalise actions plans in preparation of final assessment. • In recognition of the need to promote a positive image of the Service and provide a culture of mutual trust and understanding additional policies and practices have been developed to facilitate the work life balance of our employees. • Maintain the existing good industrial relations with all of the representative bodies. • Developed a range of flexible working policies to ensure consistency in approach and application across the organization and to promote the Service as employer of choice. • Staff PDR process used extensively across all directorates. PDR5s compiled. • Introducing a programme of organisational development and embedding a learning culture. • Delivered All Wales Strategic Managers ADC, Supervisory and Middle Manager ADC processes in support developmental programmes. • Progressing validation of South Wales Strategic ADC programme. • Fire Authority Member programme initiated in collaboration with Corporate Support Directorate. Working group set up. • Continue to deliver a wide range of Learning and Development opportunities across a wide spectrum of activities across all staff categories and at all managerial levels. • Trough the PDR programme, established systems to identify the current and future training and development needs as applicable defined situation. • Induction of new employees, providing advice and encouragement for continuous personal and professional development through external college courses and short courses support, encouraging and supporting people to work towards National Vocational Qualifications (NVQ’s). • Advising managers on all aspects of training and development as well as delivering training as applicable defined situation. • Established a firm commitment to development, leadership, equality and respect, succession planning, performance management, value for money and culture change. • Promoting continuous engagement with representative bodies to facilitate through effective consultation the review and development of extensive range of policies and procedures. • Commenced work to review policies in consultation with representative bodies. 	

Theme	Effective Use of Resources
Objective	Implement the Asset Management Plan
Responsible Director	Director Risk Reduction
<ul style="list-style-type: none"> • The Asset Management Strategy and the Land & Building Management Plan has been approved by the Fire and Rescue Authority. • The Fire and Rescue Authority are due to consider a report on the structure of the Major Projects & Property Team on 8/02/10 which will include Asset Management and Property Strategy. • Capital funding application forms have been implemented to compliment the effective use of resources and the data arising from the Asset Management Strategy. 	

Theme	Organisational Improvement Theme
Objective	To re-engineer our business processes
Responsible Director	Director Risk Reduction
<ul style="list-style-type: none"> • Due to the headquarters relocation and in an attempt to streamline staff consultations, the meetings with staff did not commence until November / December 2009. Meetings have been held over a few days at Headquarters. However, it was considered that to ensure representative data, consultation workshops will be taken out to the Stations due to the low feedback from operational staff. These are scheduled for the next quarter. Responses will then be analysed as per the objective procedure, actions promoted and feedback provided. 	

Theme	Sustainability
Objective	Reduce environmental impact on operational activities
Responsible Director	Director Risk Reduction
<ul style="list-style-type: none"> • Key individuals have received differing levels of wildfire training to date. The individuals are now able to respond to wildfire incidents in a dedicated functional role. Argocats have been introduced into service and they are proving to be very effective. The Wildfire Project Group is proactive and other wildfire support functions will be introduced in due course. • Green Champions have been appointed on each watch on each Wholetime station. These names have been included in the Station's Business plans in the quarterly update. The Sustainability Officer has been given all the contact details and is preparing to set up email accounts for the stations • Environmental protection is included in all incident de-brief processes co-ordinated by the Operational Development and Review team. 	