



AGENDA ITEM: 10

NORTH WALES FIRE AND RESCUE AUTHORITY

15th October 2012

Draft Assessment of the Authority's Performance in 2011-12

Report by Dawn Docx, Deputy Chief Fire Officer

Purpose of Report

- 1 To present for Members' approval the draft assessment of the Authority's Performance in 2011-12.

Background

- 2 FRAs are required to publish performance information relating to each financial year, by 31 October, in the year following that to which the performance relates. This is in accordance with the Local Government (Wales) Measure 2009.

Information

- 3 This document has been compiled in compliance with Section 15 of the Local Government (Wales) Measure 2009, to give within a single document an account of the Authority's activities and performance in 2011-12.
- 4 It provides an assessment of how the Authority has discharged its general duty to improve and its progress against the improvement objectives it set itself for last year (2011-12). It also summarises its collaborations, and its performance against specified national and local performance indicators and measures of success.

- 5 This time the Authority's October publication focuses on last year only (2011-12), which differs to arrangements in previous years. The forward-looking improvement plan for the subsequent year 2013-14, will be published just before the start of that year. This change is in accordance with new legislation introduced in May 2012.

Recommendations

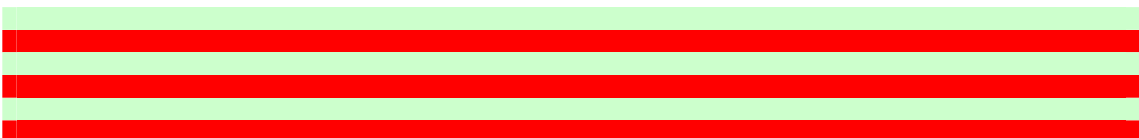
- 6 That Members approve the draft assessment of the Authority's Performance in 2011-12 for publication before the statutory deadline of 31 October 2012.



**NORTH WALES
FIRE AND RESCUE AUTHORITY**

HOW DID WE DO IN 2011-12?

**AN ASSESSMENT OF THE AUTHORITY'S
PERFORMANCE**



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SECTION 1

Introduction

This document has been compiled in compliance with Section 15 of the Local Government (Wales) Measure 2009 to give within a single document an account of the Authority's activities and performance in 2011-12.

It provides an assessment of how the Authority has discharged its general duty to improve and its progress against the improvement objectives it set itself for last year. It also summarises its collaborations and its performance against specified national and local performance indicators and measures of success.

The Authority's October publication this year focuses on last year only. Unlike in previous years, the forward-looking improvement plan for 2013-14 will not be published until just before the start of that year. This is in accordance with new legislation introduced in May 2012.

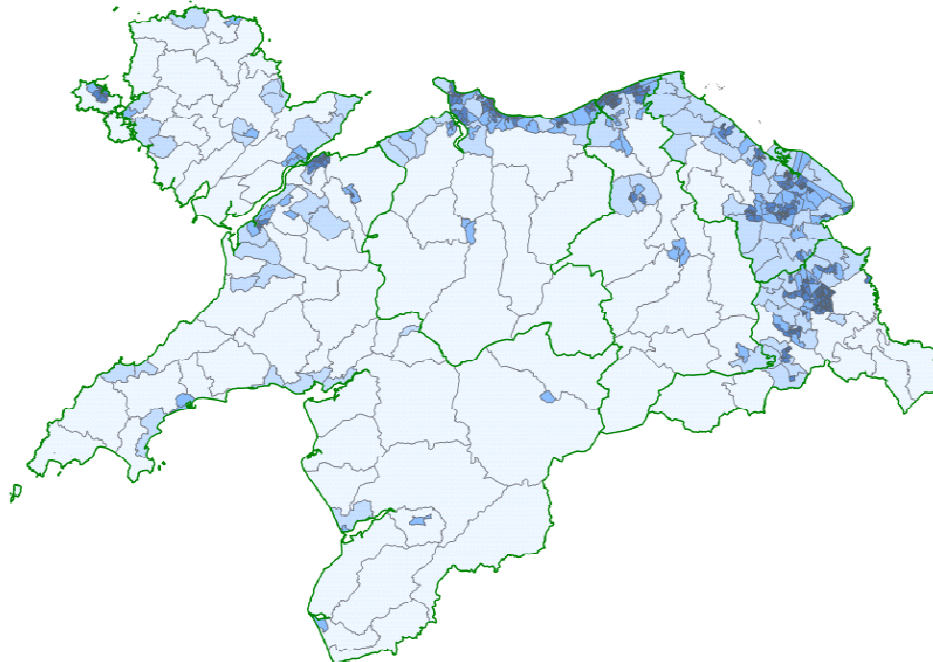
**Our mission is to make North Wales
a safer place to live, work and visit.**

A Profile of North Wales

This section presents information about the area that North Wales Fire and Rescue Authority protects, and profiles the main demographic and social risk projections that the Authority needs to consider.

North Wales Fire and Rescue Authority is one of three fire and rescue authorities in Wales. It was established in 1996 and provides services in the six unitary authority areas of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham, spending an annual revenue budget of around £32 million.

POPULATION The Authority serves a resident population of around 680,000¹ that is largely concentrated in the more industrial and urbanised areas of the north east and along the North Wales coast.



Source: Infobase Cymru

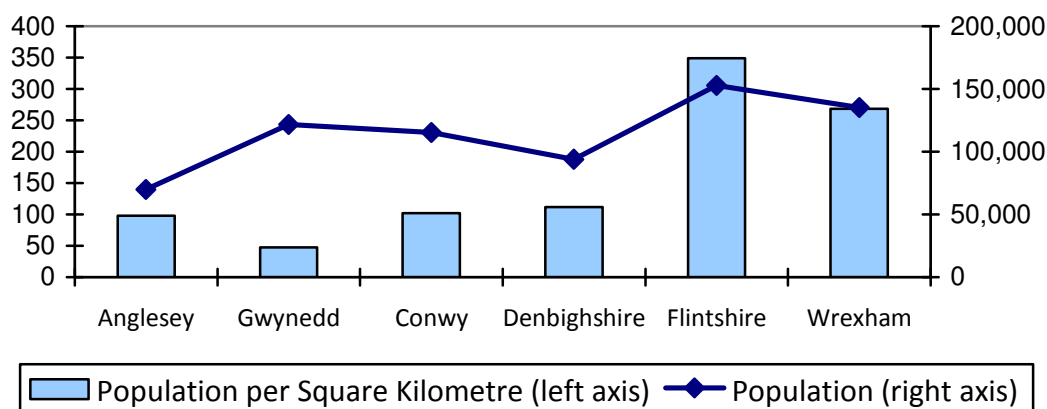
The map illustrates where the more sparsely populated and the more densely populated areas are in North Wales². Darker shades show a higher population density.

At a county level the population density ranges between 47 people per square kilometre in Gwynedd - one of the most sparsely populated counties in England and Wales - and 348 people per square kilometre in Flintshire.

¹ 688,400 according to the Office of National Statistics 2011 mid year estimate and 687,600 according to the 2011 census.

² Figures taken at the time of the 2010 Small Area Population Estimates, published October 2011.

Population and Population Density



Source: StatsWales Table 003647 and WG Bulletin SB 89/2012

INCOME According to Department for Work and Pensions figures, the median annual income of people living in each North Wales county in 2011 ranged between £23,267 and £28,719, compared to a Wales median of £25,157³.

QUALIFICATIONS Department for Work and Pensions figures showed that in 2011 the percentage of people living in each North Wales county and who had no qualifications ranged between 9.6% and 12.7%, compared to 12% across the whole of Wales⁴.

ETHNICITY: According to 2009 population estimates⁵, the population of North Wales was predominantly white (97.23%, compared to 95.88% for the whole of Wales).

NATIONAL IDENTITY: According to 2009 population estimates⁶, the percentage of the North Wales counties population that considered themselves to be Welsh ranged between 44% and 64% compared to a Wales average of 65%.

WELSH LANGUAGE: Responses to the Integrated Household Survey conducted in 2010⁷ indicated that the percentages of Welsh speakers in North Wales counties ranged between 17% to over 70%, compared with a Wales average of just under 25%.

³ Source: Infobase Cymru.

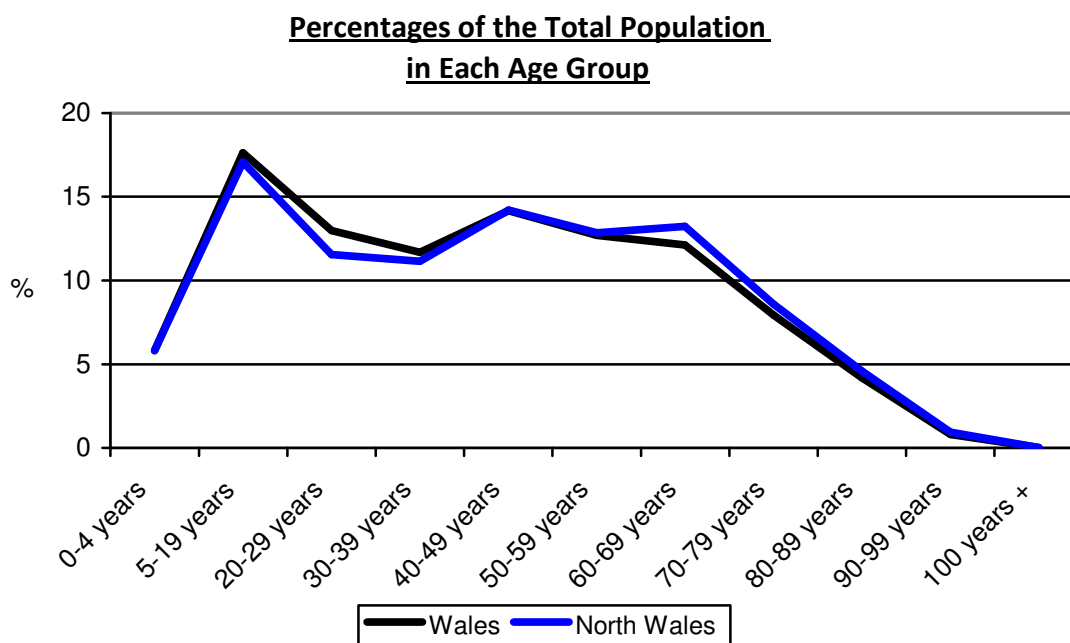
⁴ Source: Infobase Cymru.

⁵ StatsWales Table 014499

⁶ StatsWales Table 005501

⁷ StatsWales Table 005502

AGE: The population of North Wales, according to the 2011 Census, has a slightly lower percentage of people in their twenties and thirties, and a slightly higher percentage of people in their sixties, seventies and eighties than the whole of Wales. In March 2011, there were over 97,000 people aged over 70 years living in North Wales, including 159 centenarians.



Source: Census 2011. StatsWales Table 040221

DISABILITY: According to 2009 population survey⁸, it was estimated that between around 16% and 22% of the population of North Wales had some form of disability, compared with just under 22% for the whole of Wales.

SEXUAL IDENTITY: Responses to the Integrated Household Survey conducted in 2011⁹ suggested that between 92% and 96% of the population of North Wales was heterosexual, compared to the all-Wales average of 94%.

AREA: North Wales has a land area of approximately 6,172 square kilometres and about 400 kilometres (250 miles) of coastline.

TRANSPORT: The key road transport links are the A55 Expressway, the A5, A483, A487 and A470. In total, there are around 9,735 km of A, B, C and minor roads in the area. Traffic volume in 2010 was 6.49 billion vehicle kilometres.

⁸ StatsWales Table 005510

⁹ StatsWales Table 025006

Making Improvements and Reducing Risk

Fire and Rescue Authorities in Wales are classed as 'Welsh Improvement Authorities' and are subject to requirements of the Local Government Measure 2009 as regards following an annual process of setting and achieving local improvement objectives.

From its horizon-scanning and assessment of risk in North Wales, North Wales Fire and Rescue Authority identified some strategic issues that it considers appropriate to address through this improvement planning process.

The following section presents an assessment of the progress made against the Authority's planned Improvement Objectives for 2011-12.

SECTION 2

PROGRESS AGAINST SPECIFIC IMPROVEMENT OBJECTIVES IN 2011-12

NEW SERVICE OBJECTIVES FOR 2011-12 AND BEYOND

In accordance with expected deadlines, the Authority published its Combined Improvement and Risk Reduction Plan for 2011-12 in October 2010.

Faced with a need to reduce the budget, the Authority took the decision at its meeting in December 2010 to freeze the revenue budget at £32million over the next three years which would in reality mean making cash savings of £2.45million - a reduction of 7.5% - to be evenly spread over the three years. This would mean a reduction in the budget of £800,000 each year in 2011-12, 2012-13 and 2013-14.

Three new service objectives (A, B and C) were therefore introduced for the year with the aim of maintaining or improving levels of service to the public, but without increasing the budget.

SERVICE PLANS

To make sure that the objectives are achieved as planned in 2011-12, aspects have been allocated (with budgets, where relevant) to departmental service plans. These plans are centrally monitored on a quarterly basis to ensure that both the actions and the planned spending for the year are on course.

LOCAL PERFORMANCE MEASURES AND INDICATORS

The following pages present the Authority's objectives for 2011-12, a summary explanation of the reason why each one was adopted, what we planned to do, what we expected to achieve, and whether we succeeded.

Improvement Objective 1**(Strategic Effectiveness)**

Objective	To help to keep people and communities safe by preventing deaths and injuries from accidental fires in living accommodation.
Reason	Community fire safety is a high profile priority for North Wales Fire and Rescue. Although actual numbers of dwelling fire deaths and injuries in the area are low, the impact of each one is very high. Good progress has been made over the past decade in reducing the incidence of accidental dwelling fires, but a similar reduction in the rate of deaths and injuries is proving to be more difficult to achieve. By comparison with other areas, the incidence rate is still higher than it could be.
Expected outcome	People expect to be safe in their homes. With the right support and advice, people can protect themselves from accidental fires, both by preventing a fire from starting in the first instance, and by knowing how to react quickly and correctly if one does occur. Where that has failed, people should have confidence that the fire and rescue service will respond quickly and effectively to rescue them and limit the damage to their property
Planned actions	<ol style="list-style-type: none"> 1. Delivery of Community Safety/Risk Reduction Strategy that includes: <ul style="list-style-type: none"> • Provision of Community Safety Advice • Targeted and tailored delivery of Home Fire Safety Checks • Provision of free equipment according to assessed need. 2. Peer assessment of the Community Safety Strategy. 3. Continuous monitoring of incidence of dwelling fires. 4. Involvement of partner organisations in learning lessons from dwelling fires to reduce likelihood of recurrence. 5. Use of information to predict and prevent dwelling fires. 6. Development of local attendance standard to support fast and accurate response to dwelling fires. 7. Improving availability of RDS fire stations through more efficient management of recruitment processes.
Measures of success	<ul style="list-style-type: none"> • Reduction in deaths and injuries from accidental dwelling fires • Increase in % of people who escaped unharmed and unaided from accidental dwelling fires • Increase in % of accidental dwelling fires confined to one room • Reduction in % of dwelling fires where no smoke alarm was present • Increase in % of Home Fire Safety Checks that were undertaken following a referral from a partner organisation • Completion of a peer assessment of the Community Safety Strategy • Reduction in non-availability of RDS stations because of insufficient crewing level • Development of, and baseline measurement against, local attendance standard.

We planned to help to keep people and communities safe by preventing deaths and injuries from accidental fires in living accommodation.

Overall we performed well; continuing to focus attention on preventative work, we had fewer deaths and injuries resulting from accidental fires in dwellings, despite an increase in our population and the number of dwellings in North Wales.

PLANNED ACTIONS:

1. Delivery of Community Safety/Risk Reduction Strategy that includes:

- **Provision of Community Safety Advice**
- **Targeted and tailored delivery of Home Fire Safety Checks**
- **Provision of free equipment according to assessed need.**

We continued to deliver the Community Risk Reduction Strategy 2009-12 concerned with promoting safe behaviour, both by preventing a fire from starting in the first instance, and by knowing how to react quickly and correctly if one does occur. We have provided community safety advice, targeted and tailored delivery of home fire safety checks, and provision of free equipment according to assessed need.

Across North Wales operational crews and specialist staff such as home support workers and educationalists took the prevention message out to the community, to individuals, schools, workplaces and special events.

In 2007 we undertook a review of accidental dwelling fire deaths – the Chief Fire Officer’s Task Group report identified ‘contributory factors’ common to the accidental dwelling fire deaths in North Wales. Some fires claim more than one life, and in many cases such tragic outcomes cannot be predicted, but research has shown that fire deaths are often associated with particular vulnerabilities.

The contributory factors continue to be prominent in targeting fire safety activity in order to prevent fires. The Service also continues to focus on working with voluntary and caring agencies to identify people who are most at risk, in order to target safety advice and support to greatest effect.

Home fire safety checks (HFSCs) remain the most effective method for delivering community fire safety in the home, and during the year 28,472 of these checks were completed. Our effective approach to targeting those at greatest risk continued and we utilised our information sharing agreements among partner agencies to help us make contact with those particularly vulnerable in the community. Of the HFSCs completed, 8,755 HFSCs were completed following a referral from a partner organisation (agency referrals), helping high risk groups staying safer in their homes – this exceeded the targeted 7,500 HFSCs completed following agency referrals.

We also worked in partnership with the North Wales Deaf Association to help protect deaf or hard of hearing residents in the region. Staff from the Association were trained to provide safety advice and information to their members through free home fire safety checks, which they were able to do through the medium of sign language,

or with the support of an interpreter. Specialist smoke alarms were also provided.

From January 2012 the Service trialled a new approach to carrying out HFSCs – a move towards crew delivering community safety and HFSCs immediately following an incident, rather than putting names on a list and returning later.

The 28,472 home fire safety checks completed overall, fell slightly short of the 30,000 targeted for. Nonetheless, we were still able to focus efforts undertaking HFSCs from high risk agency referrals, where we exceeded our target.

Moving into 2012/13, we will work to resume full staffing capacity and also ensure the new approach to carrying out home fire safety checks becomes fully integrated, striving to reach our annual targets.

During the year we were able to provide safety devices through the home fire safety check process, including fire resistant bedding packs and blankets, cooker timers, multi-socket gang leads, and thermostat-controlled deep fat fryers to replace chip pans. To ensure the equipment was being put to its best possible use in targeting the most vulnerable, and due to the financial implication of purchasing intervention equipment the Service refined its guidelines on intervention equipment. Pleasingly the number of chip pan fires have reduced by 50 % since 2009/10 and so we ceased issuing thermostat-controlled deep fat fryers at the end of the year, allowing us to redirect valuable resources.

We further developed the use of social networking especially through targeted use in fire safety campaigns, which is now a firmly established communications tool for us to spread the prevention message. We have also been targeting prevention messages at vulnerable groups including mental health sufferers – a pilot project was developed incorporating a ‘toolkit’ for health practitioners, which will be rolled-out during 2012/13.

We have been working collaboratively with our FRS colleagues across Wales on fire safety campaigns and events for maximum effectiveness. The Service also issued safety advice – both in relation to fires and also carbon monoxide poisoning – to caravanners and campers following incidents at holiday parks.

2. Peer assessment of the Community Safety Strategy.

The Service’s 3-year Community Risk Reduction Strategy 2009-2012 was introduced to ensure that our approach to community safety delivery and risk aligns with the Fire and Rescue National Framework, as well as reflecting those priorities identified locally through the Chief Fire Officer’s Task Group report into accidental dwelling fire deaths.

The peer assessment of the Community Safety Strategy was undertaken and the Service was satisfied with its ongoing approach of Community Safety – progressing local priorities in the form of recommendations from the Chief Fire Officer’s Task Group report into accidental dwelling fire deaths, and the subsequent review.

In 2012/13 the Community Safety Strategy will be reviewed, with the previous strategy being extended for the interim period.

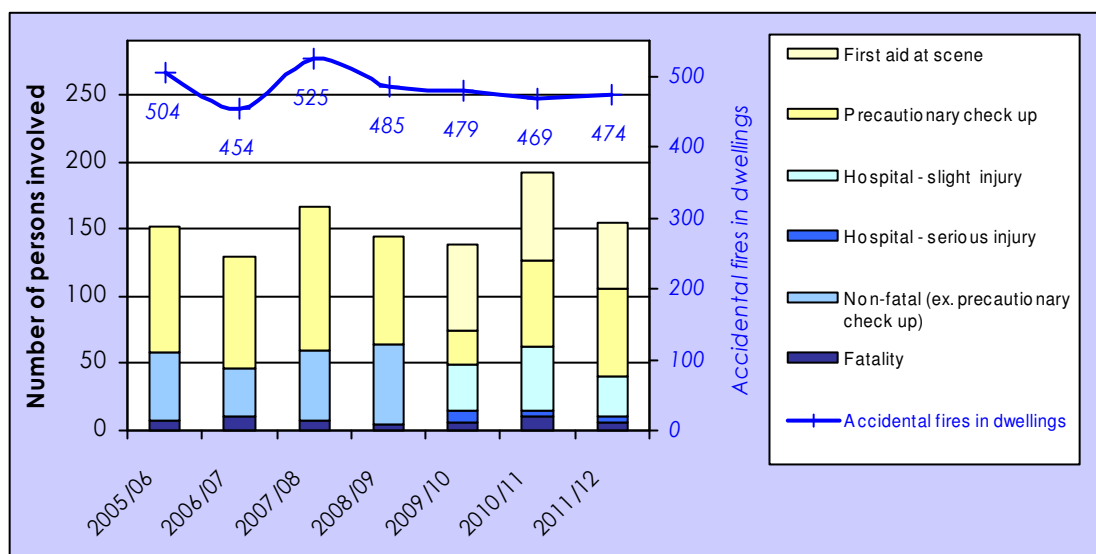
3. Continuous monitoring of incidence of dwelling fires.

The availability of incident information within the Service has been further improved, supporting Community Safety Managers to monitor the details of dwelling fires on an ongoing basis and then to ensure appropriate post-fire activity is undertaken. In those instances where a dwelling fire has occurred we assist the occupants to improve future fire safety in the home, targeting the specific risks presented and issuing the most appropriate safety devices based on need.

Since 2001/02 the overall trend in the number of accidental fires in dwellings has been downward and the latest figure (474) is 22% lower than the 607 fires a decade ago. These figures indicate that the combination of fire prevention activities we undertake is having a positive impact, and that preventable fires are reducing. In more recent years we are noticing the reduction slow, perhaps leaving those fires that are not preventable, or in the homes of those residents particularly 'hard to reach', that may not be willing to engage with us, or, may not be receptive to our prevention activities. This is difficult to ascertain definitively and we will continue to regularly monitor dwelling fires.

In April 2009 the Government introduced a new national electronic system for fire and rescue services to record information about incidents – the Incident Recording System (IRS) enables us to collect more detail about the severity of injuries sustained at fires. The chart below illustrates the overall reduction in accidental fires in dwellings, and the low numbers of injuries sustained at these fires. We can see that more serious injuries have reduced since 2009, which is encouraging. The numbers of slight injuries and first aid given at the scene, remains relatively low although there is no distinct trend either upwards or downwards.

Accidental Fires in Dwellings and Non-fatal Casualties

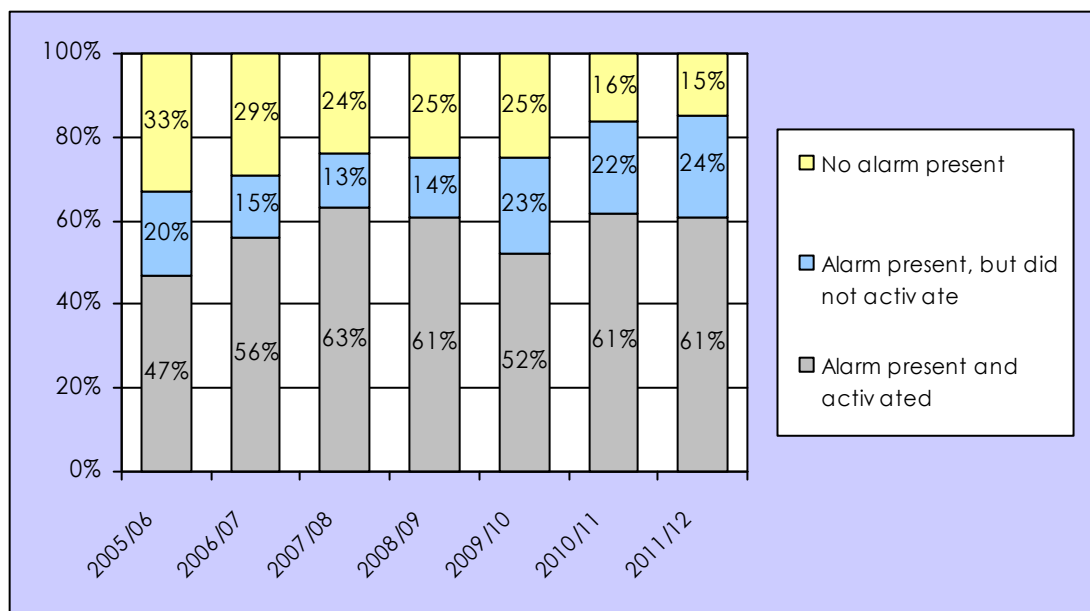


Across Wales in 2011/12, fire killed less than 1 person and injured fewer than 8 people, per 100,000 population.

In North Wales in 2011-12, no fire deaths were recorded as a result of fires in non-domestic premises, but 6 people lost their lives due to fires in the home – domestic premises. All of these fires occurred accidentally and there were no deaths caused by fires started deliberately. Following incidents at holiday parks the Service also issued safety advice in relation to fires as well as carbon monoxide poisoning to caravanners and campers.

Of the dwelling fires that occurred we are encouraged that smoke alarm ownership has greatly improved, allowing occupants the vital early warning to a fire situation. In the dwelling fires we attended last year, devices were present in 85% of the premises. This is illustrated on the chart below.

Fire in Dwellings: Presence of Smoke Alarms

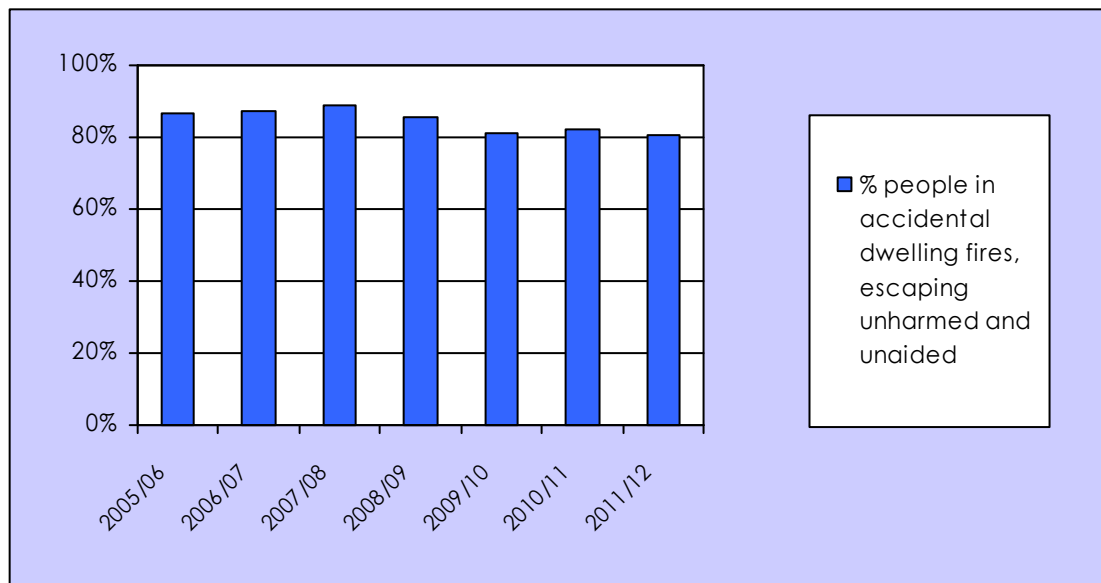


The number of households and occupancy type in North Wales is shifting. The number of households has been increasing, as has the proportion of those households occupied by only one person, which presents an increasing challenge to delivering the fire safety message; ‘being alone’ at the time of a house fire, although not necessarily living alone, has been identified as the single most significant ‘contributory factor’ of deaths from accidental fires in the home, in North Wales.

With an early warning from a working smoke alarm and a rehearsed escape plan tailored to the individual needs of the occupants of the dwelling, people can maximise their chances of escaping unharmed from a dwelling fire without having to rely on being rescued by a fire crew.

It is encouraging that over 80% of occupants of a dwelling fire were able to get themselves out and did not sustain any injury, again indicating the positive effects from our fire safety activities, and the high levels of smoke detector ownership. Fewer than 20% of occupants of a dwelling fire either required help from our crews getting out, or came to harm. In the majority of cases this harm was limited to requiring first aid at the scene for injuries such as shock or being overcome by smoke. These figures are illustrated in the chart below.

The percentage of people in accidental dwelling fires who escape unharmed and unaided



4. Involvement of partner organisations in learning lessons from dwelling fires to reduce likelihood of recurrence.

Our fire safety prevention work with partner agencies continued and during the year we signed joint information sharing protocols with even more partners, for example voluntary organisations. This information sharing helps us to make contact with those particularly vulnerable and at higher risk. We further widened provision of home fire safety checks, by training some of our partners to undertake these checks during the course of their normal duties, including our partnership work with the North Wales Deaf Association.

Arson can be an issue in some communities and the Service continued to collaborate with agencies including North Wales Police and the Probation Service to try to reduce deliberate fire setting. We worked with these partners on Case Conferences surrounding specific individuals at risk or posing a risk to others, to share information, identify any problems and agree a plan to deal with concerns about the risk of fire, with provision of appropriate fire safety devices such as sealed letterboxes.

5. Use of information to predict and prevent dwelling fires.

Overall the incidence of dwelling fires in North Wales was relatively low, with the Service attending an average of 1 - 2 incidents per day in 2011/12. These relatively low numbers mean that although we may not be able to predict where or when a dwelling fire will happen, we can look at why fires started, which then informs our key safety messages and awareness-raising.

Systematic planning of fire safety campaigns was undertaken with the Service launching several planned campaigns during the year including cooking, smoking, candle, and electrical fire safety. The seasonality of incidents such as chimney fires during the colder months also resulted in a dedicated safety campaign.

The Service also responded to risks presented during the year for example following incidents at holiday parks – the Service used this as an opportunity to issue key safety advice to caravanners and campers, regarding prevention of fires and carbon monoxide poisoning. Tourism in Wales remains popular and may become even more so, with holidaymakers opting for domestic ‘stay-cations’ rather than more expensive foreign travel.

6. Development of local attendance standard to support fast and accurate response to dwelling fires.

During the year the Service was involved with the Welsh Government in developing guidance on a local attendance standard. The subsequent Fire Service Circular guidance was then issued nationally by the Welsh Government in March 2012. The Service will continue to progress with the standard into 2012/13, in order to meet the April 2013 implementation date.

7. Improving availability of Retained Duty System (RDS) fire stations through more efficient management of recruitment processes.

The Service dedicated a part time project role to coordinate a review of the arrangements for recruitment and retention of firefighters into the Retained Duty System. We investigated taking practical steps to increase staffing levels and retention by, for example, offering a wider range of contracts and improving the recruitment and selection process. The overall aim was to further improve operational availability of stations. The Service has seen some take-up but will continue to monitor and review this.

In a dual approach to availability the Service created a new post of Resource Availability Manager, achieved through the Services officer restructure. The purpose of the new role was to better manage resource availability on a day-to-day basis and to ensure we are keeping as many of our stations available as possible, by moving crew around to fill gaps in cover. There is also an ongoing review of how we can better evidence our effectiveness in this area.

A review of the administrative support for RDS stations also highlighted the need for dedicated posts, in order to support the RDS managers; this will be implemented in 2012/13 with the reallocation of resources.

Objective	To help minimise the risk of fires starting accidentally in non-domestic properties, so that normal activities can continue and the lives of people visiting and working there are not put at risk.
Reason	The introduction of the Regulatory Reform (Fire Safety) Order 2005 transferred responsibility for fire safety in relevant buildings to managers of those premises. This meant that the fire and rescue service changed from a certificating body to an enforcing authority. Combined with an anticipated period of economic constraint, there is a potential for fires to increase in both occupied and unoccupied non-domestic properties.
Expected outcome	People expect to be safe in any non-domestic premises such as public buildings, workplaces, hotels, shops and sports venues. Communities also need to feel confident that fire will not damage their local schools, hospitals, businesses, cultural or leisure facilities, or cause hazardous substances to be released into the atmosphere.
Planned actions	<ol style="list-style-type: none"> 1. Continued development of targeted programme of inspections of fire safety arrangements in non-domestic properties using local intelligence and information held on Records Management System. 2. Fast and accurate response to fires in non-domestic premises by fire crews equipped with information on mobile data terminals linked to centrally held hazard records and other intelligence.
Measures of success	<ul style="list-style-type: none"> • Reduction in the number of fires in non-domestic premises. • Increase in the number of operational intelligence cards completed. • Increase in the number of risk visits to high risk premises.

We planned to help minimise the risk of fires starting accidentally in non-domestic properties so that normal activities can continue and the lives of people visiting and working there are not put at risk.

Overall the Service had a successful year. There is a downward trend in the number of accidental fires in non-domestic premises, despite the continued increase in non-domestic premises across North Wales. There were no deaths as a result of these fires and the number of injuries remained consistently low.

In October 2006, the Regulatory Reform (Fire Safety) Order 2005 came into force. The introduction of this order changed the role of the Fire and Rescue Authority to one of enforcement rather than of certification, so the focus for the Service has changed more recently to prioritising known premises to undergo a formal audit of their fire safety arrangements.

The Service has a clear procedure in place for gathering operational intelligence, from identifying premises requiring visits, assessing and recording the specific risks, then making this information readily available for crews. These are generally commercial premises rather than dwellings, where if a fire occurred it would have

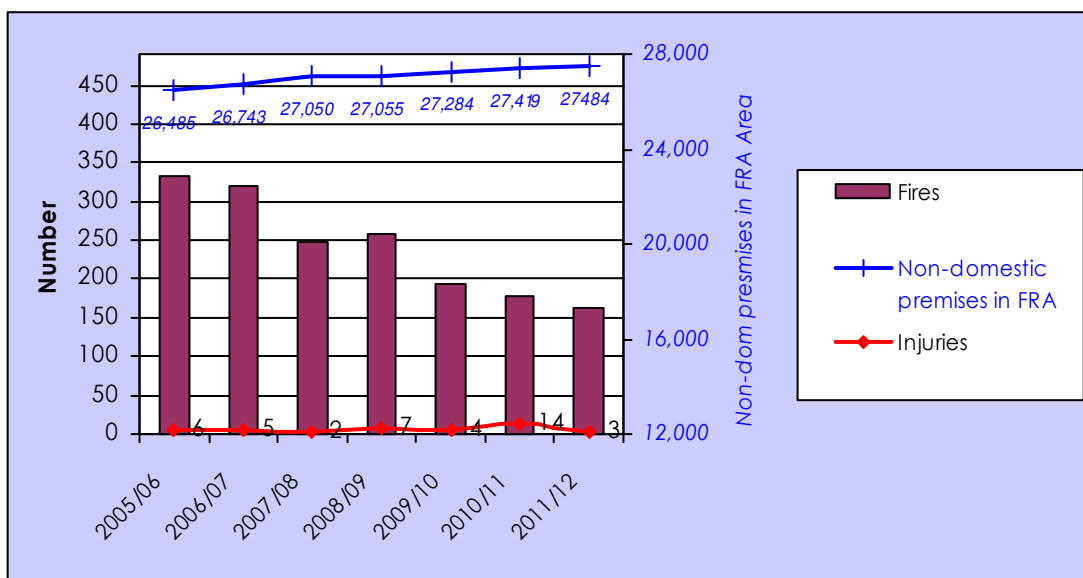
the potential for serious risk -for example, unusual and complex structures or perhaps where hazardous materials are stored.

During the year we continued to gather information and now have operational intelligence on nearly 13,000 premises across North Wales. We undertake in the region of 770 safety audits each year, going on to compile operational intelligence cards as appropriate. We also had a staff restructuring during the year, which will put us in a good position to increase fire prevention and enforcement activity in the future.

The introduction of new Mobile Data Terminals further improved the availability of intelligence information to crews across our emergency fleet.

The chart below illustrates the downward trend in the number of accidental fires in non-domestic premises, and the continued increase in non-domestic premises across North Wales.

Accidental Fires in Non-domestic Premises and Persons Involved



The Service remained mindful that the challenging financial climate could mean more business premises becoming empty, or perhaps that businesses and residents alike may cut out things they deem 'non essential', such as testing, maintaining and upgrading of older electrical systems for example – both of which could potentially increase the risk of fire. This does not appear to have been borne out during the year, but the Service will continue to monitor this.

Improvement Objective 3**(Service Quality)**

Objective	To help to minimise the danger and damage caused by non-fire emergencies, such as flooding, road traffic collisions, and chemical incidents.
Reason	The fire and rescue service responds to a wide range of non-fire incidents with a high degree of technical expertise and specialist equipment. Flooding and other weather-related incidents are particularly common in the winter months, and road traffic collisions are more common than fires throughout the year. The potential for chemical incidents is present in buildings and when in transit.
Expected outcome	A safer environment, where the degree of structural damage and the incidence of harm to people are minimised by a highly-skilled and well-equipped rescue service.
Planned actions	<ol style="list-style-type: none"> 1. Continued interagency working (e.g. with the Environment Agency) and active participation in the Local Resilience Forum. 2. Continued participation in schemes designed to increase road safety, such as Pass Plus Wales, the Motor Education Scheme and Impact Roadshows. 3. Development of a method of profiling RTC incidents in North Wales to support and enhance the strategy for mitigating their effects. 4. Development of, and baseline measurement against, local performance indicators to support improvement in this area. 5. Continued increase in accurate records of hazardous materials held on premises.
Measures of success	<ul style="list-style-type: none"> • Local performance indicators developed and introduced that support demonstrable improvement in effectiveness in responding to non-fire emergency incidents.

We planned to help to minimise the danger and damage caused by non-fire emergencies, such as flooding, road traffic collisions, and chemical incidents.

The Service made progress this year. Through continued collaborative working with other agencies, promoting safe behaviour and further developing our own preparedness, this has continued to create a safer environment. There was a reduction in the overall number of non-fire emergency incidents and work is ongoing to better evidence our effectiveness in responding to these incidents.

Statutorily the Service is the lead authority in working to prevent incidents of fire, whereas this role is held by the Police and environmental agencies in relation to road traffic collisions and flooding incidents respectively, with the Fire and Rescue Service assisting to respond to such emergency incidents. In more recent years collaborative working between agencies has identified the benefits of the Fire and Rescue Service supporting other agencies in a preventative role, particularly due to the associated life risk, and the proportion of activity these incidents have represented for us.

Showing evidence of our effectiveness in responding to non-fire emergency incidents has not yet concluded – many incidents are climate-driven or are only indirectly within our power of influence.

We recognise that weather conditions will have an impact on some incident levels, for example flooding. The Environment Agency completed a significant flood defence programme in the Conwy Valley, improving protection for many premises that had previously been prone to flooding in adverse weather, which in turn has helped the Service further refine its response to such incidents. We attended significantly fewer flooding incidents in 2011/12 and further work is required next year to better evidence our effectiveness in responding to these incidents.

The Service continued to participate in the Local Resilience Forum and took part in multi-agency exercises during the year. Exercise Gwyniad saw emergency responders from across Wales come together at Bala for this major flooding exercise in order to practice and test our collaborative skills.

We were joined by the other two Welsh fire and rescue services, North Wales Police, the RNLI, RAF Search and Rescue, Environment Agency Wales, Gwynedd Council, Welsh Ambulance Services NHS Trust, North Wales Mountain Rescue Association and the Ambulance Hazardous Area Response Team (HART) from the North West of England.

Exercise Gwyniad linked into a large-scale emergency flood exercise, Exercise Watermark, which took place across England and Wales to test national and regional responses to severe flooding from rivers, the sea, reservoirs, groundwater and surface water - bringing together government bodies, businesses, and local communities to trial responses to a range of scenarios which could occur during a flood emergency.

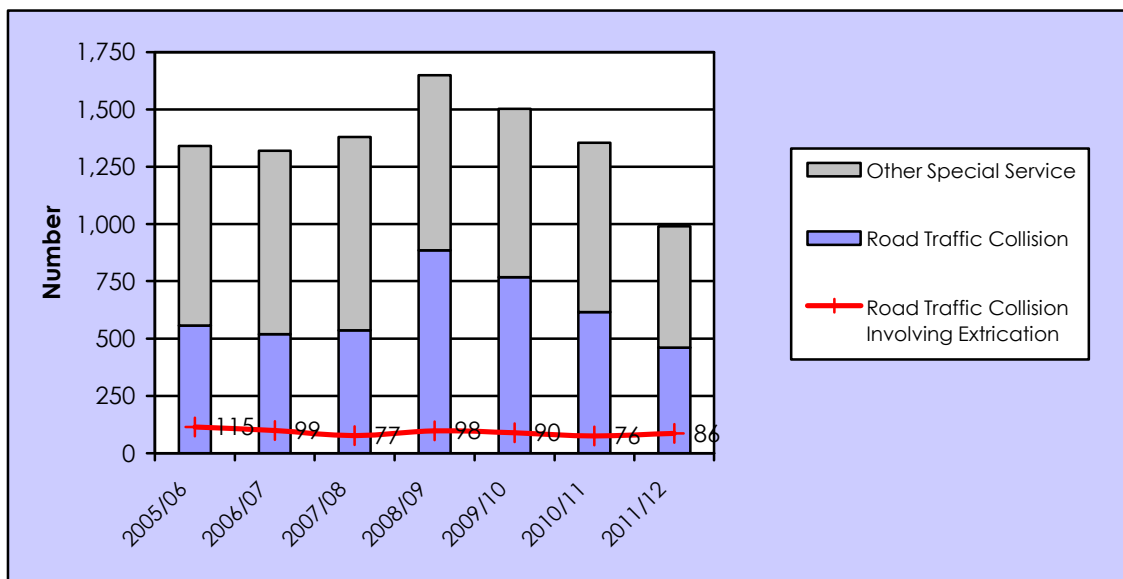
We have also further improved our links with the Environment Agency and now receive pre-notification of potentially adverse weather events. This earlier warning can be used to help plan for increased demand on the Service and our resources.

The pre-existing Maritime Incident Response Group (MIRG) was set up to assist the Maritime Coastguard Agency (MCA) with incidents involving fire, chemical hazards and industrial accidents at sea. Both North and Mid and West Wales Fire and Rescue Services were among the 15 out of 39 coastal fire and rescue services who committed a total of approximately 650 firefighters to support the MIRG. Following a risk assessment, the UK Government announced in September 2011 that central funding for the MIRG arrangement would cease and it would end in December 2011. Regrettably, North Wales Fire & Rescue Authority had no option but to withdraw from the MIRG provision as well. We will however continue to respond to incidents that occur on the shoreline such as in docks.

We continued to develop firefighter skills in areas such as inland water rescue, and maintaining competence in specialist Welsh Government equipment such as fire boats, and the High Volume Pump used for moving particularly large quantities of water. Such resources also add to national resilience, and may be required to support other fire and rescue services from time to time. During the year it was agreed the fire boats are to be replaced in 2012-13, upgrading our water incident capability.

The chart below illustrates the gradual decline in the number of special service incidents requiring the Service to attend, since a peak in 2008/09.

Special Service (non-fire) Incidents Attended by the Service



The Service was also busy helping to improve road safety during the year, working to the current Road Safety Strategy. Our ability to engage successfully with young drivers and passengers in North Wales has been recognised by Taith, the joint committee of the six Local Authorities, working to deliver substantial and significant improvements to public transport across the region

We delivered the 'Deadly Impacts' road show to colleges and secondary schools, as well as road safety outreach events. In total we held 34 events, engaging with 6,825 young drivers / passengers.

We worked collaboratively with North Wales Police, Welsh Ambulance Service, and the Gwynedd County Council Road Safety Unit, through the Gwynedd Road Safety Partnership to support the annual summer Anti Drink and Drug Driving Campaign, which included interactive demonstration and simulations.

We further developed links with North Wales Police regarding a system for information sharing and profiling of road deaths during the year; the information we received was then used at our regular meetings, and for consideration with the Mid

& West Wales, and South Wales Fire and Rescue Services, when deciding upon future developments. In 2012/13 the Police will widen this profiling to a five year period, in order that we can identify any key trends; additionally, the Welsh Government is due to issue a new Road Safety Strategy, both of which we will use to inform our local strategy. Further work is also required in 2012/13 to better evidence our effectiveness at responding to such incidents.

Again, the introduction of Mobile Data Terminals last year continued to improve the availability and accessibility of key information to crews across our emergency fleet, to further enhance our operational response.

Improvement Objective 4**(Strategic effectiveness)**

Objective	To help to tackle problems of deliberate fire-setting so that people, communities, businesses, the environment and the area's heritage are not put at risk.
Reason	People start fires deliberately for a range of reasons. Some are linked to criminality and patterns of anti-social behaviour - so-called 'signal crimes' that if left unchecked can develop into more serious incidents and crimes. Others are linked to psychological and/or behavioural conditions leading to suicide or pyromania. Increases in deliberate fire setting have been linked to times of recession and economic downturn, and a reduction in public sector budgets can also mean less money being spent on specific safety measures such as installing CCTV cameras in troublesome areas. The cost of repairing the damage caused by deliberate fires in public buildings (e.g. schools) and public spaces (e.g. parks) stretches budgets even further.
Expected outcome	No increase in deliberate fires.
Planned actions	1. Collaboration with North Wales Police and other public and voluntary agencies to prevent arson and acts of vandalism by fire. 2. Working closely with particular groups and individuals (e.g. through the Phoenix and FACE schemes) to influence behaviour away from deliberate fire-setting.
Measures of success	<ul style="list-style-type: none"> • A reduction in the number of deliberate fires attended. • The number of people completing Phoenix courses • Local performance indicators developed and introduced that demonstrate and promote improvement in the effectiveness of Phoenix courses and FACE schemes to influence behaviour away from deliberate fire-setting.

The Service performed well this year; in particular continuing collaborative work with the Police to target identified problem areas, and other preventative work such as engaging with children from a young age for both short and longer term outcomes. The downward trend in deliberate fires continued and the Service successfully trialled a new method of evaluating the effectiveness of the Phoenix programme.

Fire related crime, including arson, attacks on firefighters, hoax calls or similar anti-social behaviour, is disproportionately committed by children and young people. It is believed that intervention, diversion and education can improve the safety of children and young people, reduce crime, and thereby, contribute to developing safer and stronger communities.

The Service Community Safety and Youth Intervention teams endeavour to engage with young people across a wide spectrum ranging from mainstream school

education to those excluded from school, with offending behaviour issues or simply deemed 'at risk' in some way.

The Phoenix project is one such initiative aimed specifically at young people who may benefit from Probation intervention outside of mainstream approaches. The aim is to reform some - if not all - of those involved, and help them to become more motivated and positive about themselves, which in turn has the effect of making them better citizens. This is achieved by utilising tasks of a fire fighter and working as part of a team, to challenge existing attitudes, promote independent thinking, and develop personal attributes. The scheme continues to prove very successful in reducing re-offending rates with fire-related behaviour. Of the 225 students that attended Phoenix courses in 2010/11, no students were recorded as having re-offended with fire-related behaviour the following year (2011/12).

The Service's Phoenix team also trialled a new evaluation method for assessing the immediate results for students participating in the project, using the Feelings, Attitudes, and Behaviours Scale for Children (FAB-C). Early indications from the trial are encouraging, demonstrating positive outcomes for participants.

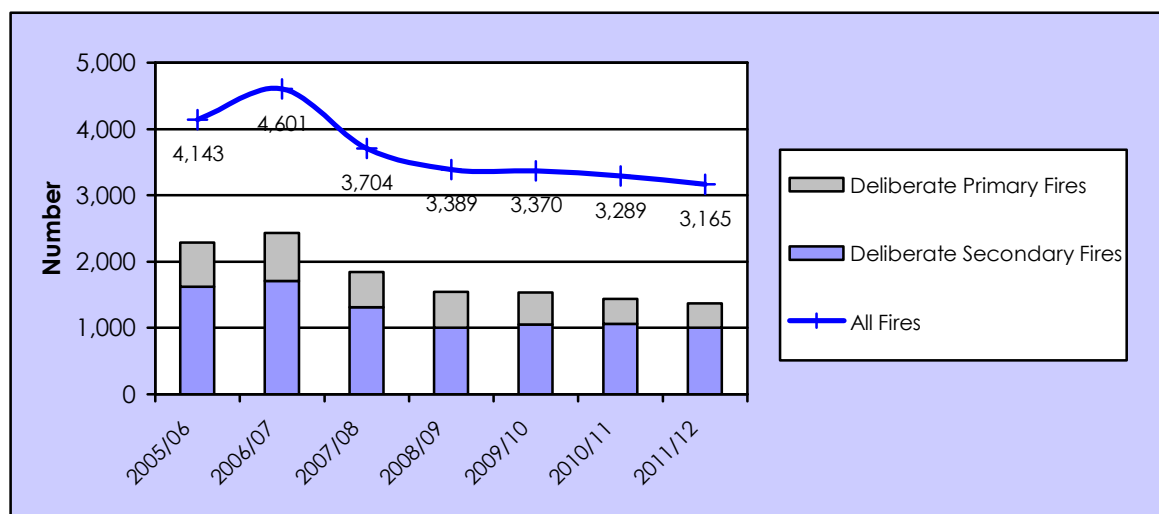
During the year we further developed our collaborative work with Mid and West Wales Fire and Rescue Service, and South Wales Fire and Rescue Service. All three Welsh fire and rescue services came together to seek accreditation of the Phoenix courses through 'Agored Cymru', to give participating students a basic qualification. This work will continue into 2012/13 and we aim to have the courses accredited during 2012.

All three Welsh Services Phoenix teams have also agreed to adopt a single Phoenix brand across Wales. It is hoped that by adopting this single Phoenix brand, it will further enhance the effectiveness of Phoenix and help promotion across communities and youth agencies.

Following a lengthy selection process Phoenix was accepted as an 'Inspire Project' for the 2012 London Olympic Games. This will come into fruition in 2012/13 when we will have the opportunity to promote North Wales participants.

The chart below illustrates the gradual decline in the incidence of deliberate fire setting since a peak in 2006/07.

Deliberate Fires Attended



The youth intervention initiatives such as the Phoenix course will have an impact on the problem of fire related behaviour and deliberate fire setting over a longer term.

The Service secured further funding from the Welsh Government into 2011/12 to continue the Arson Reduction Team. Consisting of staff from North Wales Fire & Rescue Service and North Wales Police, the team works to the 'Wales Arson Reduction Strategy' and focuses on the main categories of deliberate fires in North Wales identified as: countryside, vehicles, buildings and waste management.

The Team routinely monitor and analyse deliberate fire data, working with partner agencies to identify vacant premises that could potentially attract antisocial behaviour. The team can then target arson reduction activities and also work with partner agencies to reduce deliberate fire setting.

The Team continued to draw on its links with established partners as well as developing new collaborations, to target a range of interventions across the Service area depending on local need. 2011/12 saw collaborative work undertaken with;

- Youth Services
- Local Authority Housing Services
- Child and Adult Mental Health Services (CAHMS)
- Countryside Council for Wales
- Forestry Commission
- Wildlife Trust
- Local landowners and Property developers
- The High Sheriff
- Youth Justice Service
- Social Services

- Health Visitors
- Schools
- Sports Development Officer
- Cardiff Cognitive Behaviour Centre

The Team continued with the successful preventative projects at strategic times of the year such as the school holidays, Operation B.A.N.G (Halloween and Bonfire Night periods) and the Easter Grass Fire Prevention Campaign.

The Team also supported other agencies for instance the Empowering Pedals healthy activity campaign, and also trialled new projects in search of ways to further improve engagement with people across the Service area. Following the pilot schemes – Easter Grant to Policing Teams, Outreach Project, and the Woodland Watch – early indications show these had a positive impact, reducing antisocial behaviour and in particular deliberate fire setting, with an 85% reduction at one particular locality.

In 2012/13 the Service will aim to continue with these key initiatives to tackle deliberate fire setting behaviour, and seeks to secure further funding in order to continue the extensive work and collaboration undertaken by the Arson Reduction Team.

Improvement Objective 5 (Risk Reduction Plan)**(Sustainability)**

Objective	To focus on improving the sustainable development of the Authority by finding the right balance between the environmental, economic and social impact of providing a fire and rescue service.
Reason	North Wales Fire and Rescue has already completed a great deal of environmental and energy conservation work, primarily around reducing its carbon footprint through the management of its buildings and vehicles and fuel, energy and water consumption. However, there is more to do, including the roll-out of a sustainable development plan.
Expected outcome	A better, safer and greener North Wales through continuous sustainable development management.
Planned actions	Roll-out of Sustainable Development Action Plan.
Measures of success	Monitoring is undertaken against all aspects of the Sustainable Development Action Plan: <ul style="list-style-type: none"> • Reduction in the Service's energy and fuel consumption • Reduction in the Service's greenhouse gas emissions (the Service's own carbon footprint) • Reduction in water consumption • Reduction in the amount of the Service's waste that is sent to landfill • Increase in biodiversity value of North Wales Fire and Rescue's estate • Carbon reduction as a result of reducing fires in North Wales

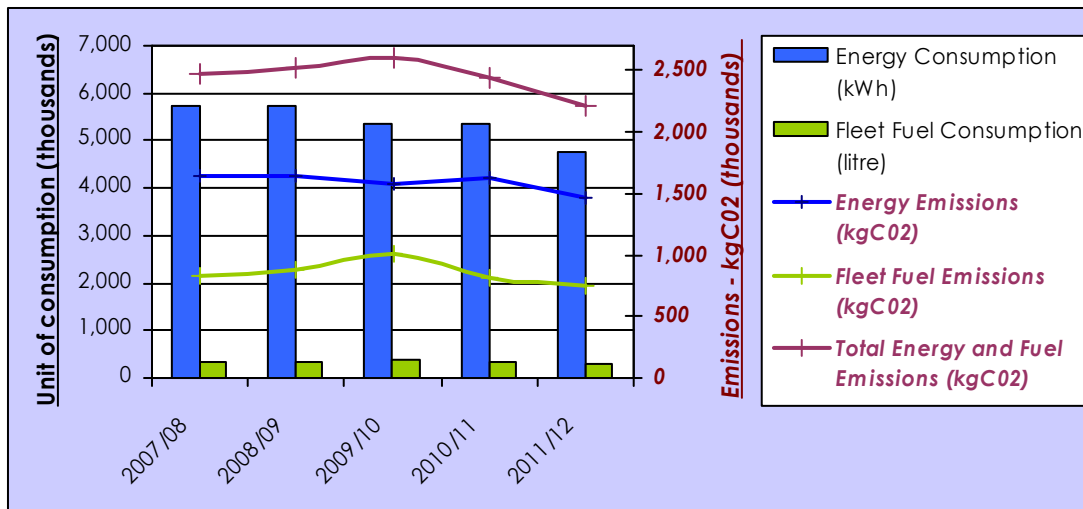
The Service made progress this year. The overall downward trend in total energy consumption and emissions continued, as did the reduction in water consumption. We also recycled a greater proportion of our waste rather than sending it to landfill. The Service remains committed to sustainability with the establishment of the Sustainable Development Board, and to the further developmental work still required in this relatively new area.

The Service continued to work towards more responsible water and energy usage in order to reduce consumption and subsequent carbon emissions. The programme for upgrading meter-reading facilities progressed during the year with meters being exchanged at key sites initially. An inspection programme of fuel/oil tanks also got underway to improve future efficiency.

Energy consumption such as gas and electricity remains the main area of usage for the Service. The overall trend is downward with usage reducing by over 17% compared to the baseline year 2007/08, equating to nearly 1 million kilowatt- hours (kWh) less energy used by the Service.

The chart below shows the gradual reduction in energy and fleet fuel consumption, and the subsequent reduction in carbon emissions.

Energy and Fuel Consumption

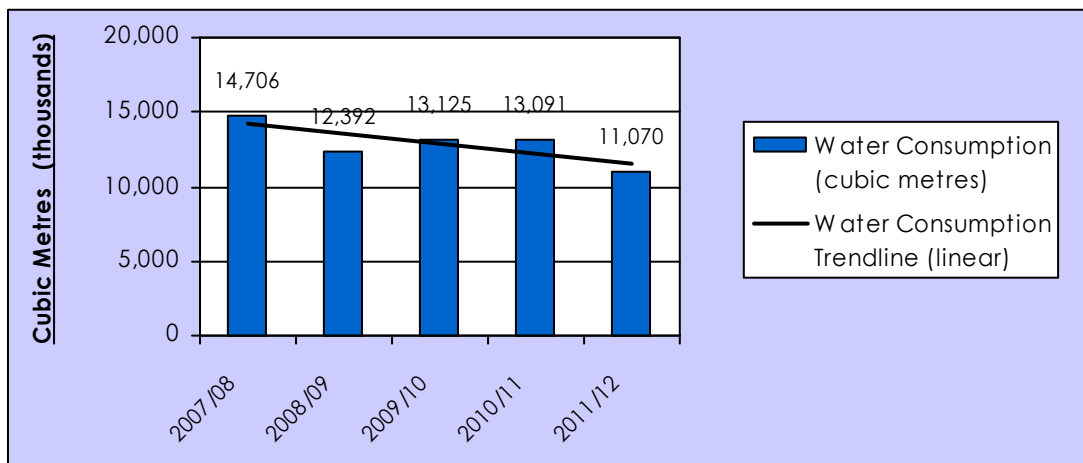


Levels of operational activity also have an effect on consumption – for example water used at fire incidents – as well as fuel for our fleet of emergency vehicles. The overall downward trend continued in the number of incidents the Service was required to attend during the year, contributing to the reduction in energy and fuel usage.

Our fleet resources have been an area of focus with non-emergency vehicles being speed restricted to reduce both fuel usage and emissions. Also reduced emission levels must be taken into consideration for replacement and new vehicles.

The chart below illustrates an emerging downward trend in water consumption, with the Service using nearly 25% less water compared to the baseline year 2007/08. This equates to over 3,600 fewer cubic metres used by the Service.

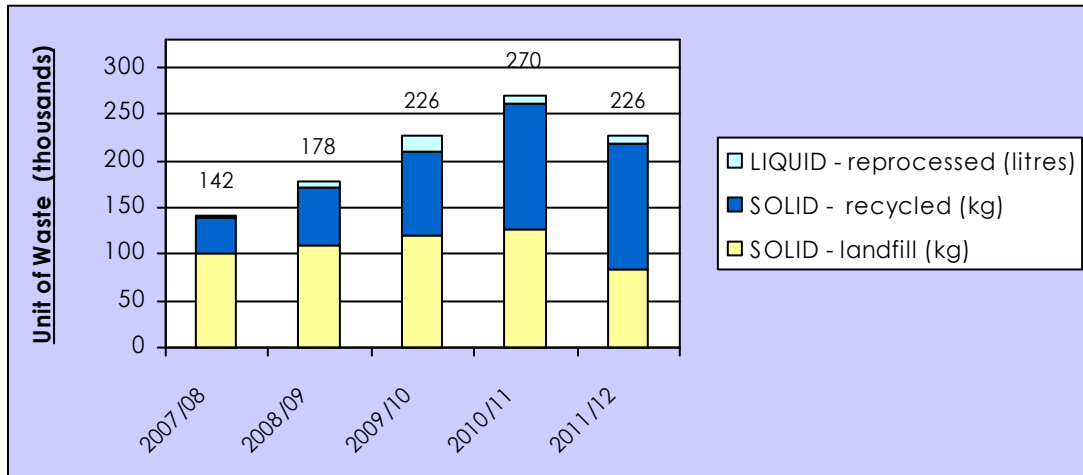
Water Consumption



We are beginning to see a reduction in the quantity of waste sent to landfill. During the year we sent approximately 83,000kg to landfill, which is nearly 20% less waste compared to 2007/08 baseline year. We are also recycling / reprocessing more waste than we have achieved in previous years.

The chart below shows the reduction in waste sent to landfill this year.

Waste Disposal



The biodiversity value of the North Wales Fire & Rescue Service’s estate has improved. The hedgerow and butterfly garden project as Fire and Rescue Service Headquarters has matured well since 2008. Several varieties of butterfly and insects have been seen and in 2012 a rare species of vetch plant was found at the site.

The Sustainable Development Board approved a carbon reduction plan, following an assessment of carbon reduction opportunities across the Service. Carbon reduction targets were set for future years including an annual 3% reduction in 2012/13.

Carbon reduction as a result of reducing fires is a relatively new area of work. The Service will look to good practice in other fire and rescue services in order to develop calculations for the measurement of carbon emissions from fires.

Improvement Objective 6 (Risk Reduction Plan)**(Fairness)**

Objective	To become better at identifying and engaging with people who could find themselves socially and/or economically disadvantaged, so that we can enhance their sense of wellbeing and reduce the level of risk to their personal safety.
Reason	<p>North Wales Fire and Rescue devotes a great deal of time and energy to engaging with minority groups and reaching out to people who are at greater risk because of personal circumstances or state of health.</p> <p>Examples include:</p> <ul style="list-style-type: none"> ▪ Employing a Third Sector Co-ordinator to help develop service level agreements with representatives of a range of minority groups; ▪ Delivering home fire safety checks tailored to particular needs (e.g. for disabled and frail elderly people); ▪ Conducting week-long courses for prisoners from Altcourse Prison, Merseyside; ▪ Conducting a wide range of youth and schools programmes; ▪ Working with young drivers to help promote greater awareness of road safety. <p>However, the Service does not currently have a co-ordinated method for profiling its communities in order to target community safety activity to best effect.</p>
Expected outcome	Better targeting of prevention advice, based on a sound understanding of particular communities.
Planned actions	<ol style="list-style-type: none"> 1. Drawing together a range of population-based information from reliable sources to support efficient and effective targeting of safety advice. 2. Development of a Single Equality Scheme that helps to protect people from being disadvantaged unfairly on account of their age, disability, gender, marriage or civil partnership, pregnancy, race, religion or belief, or sexual orientation.
Measures of success	<ul style="list-style-type: none"> • The development of a process to draw together relevant information about specific parts of the Service area. • The development and adoption of a Single Equality Scheme.

The Service has explored various sources of population-based information, utilising what is available through professional web sources such as 'Stats Wales' and 'Info Base Cymru'. As an example, such information has contributed to the development of local profiling for risk identification purposes.

Work will be ongoing to draw together the most beneficial information available and it is anticipated that the 2011 census results, when available, will be of particular use.

During the year the Service also produced a single equality scheme. In March 2012 the Fire and Rescue Authority approved the Strategic Equality Plan 2012-2016. The

Strategic Equality Plan sets out North Wales Fire and Rescue Authority's equality objectives in response to the legislative requirements of the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

At the end of 2011/12 the approved plan was published. In 2012/13 the plan will be publicised and promoted internally and externally to raise awareness of the work the Authority is doing. Activity will be monitored to assess the impact, and progress made will be reported annually to the Authority.

The plan can be found by following the web link below, or you can contact us using the details at the end of this document.

http://www.nwales-fireservice.org.uk/media/91733/final_strategic_equality_plan_english-cover.pdf

Improvement Objective 7 (Risk Reduction Plan) (Service Availability)

Objective	To ensure that the Service’s Business Continuity Planning and Management arrangements are as comprehensive and secure as they can be.
Reason	The public expects the fire and rescue service to be available at all times, and it is hard to envisage a time when it would not be. However, emergency services are not immune from, for example, mass absences due to pandemic flu or from failures in supply chains for essential goods and services. Unlike in the past, the armed forces would not be made available to provide fire cover during a national strike. North Wales Fire and Rescue’s comprehensive business continuity management policy is in place, and staff know what is required of them. However, testing and updating business continuity plans needs to be improved.
Expected outcome	A greater degree of assurance that all aspects of the fire and rescue service’s operations and the arrangements that support those operations, will not be disrupted by an unanticipated event.
Planned actions	1. Reappraisal of Business Continuity Planning resources and responsibilities to promote renewed emphasis on progressing with existing plans and continuously developing new ones; 2. Giving equal importance to corporate and operational business continuity management to ensure that no area has been overlooked and that recovery plans are robust.
Measures of success	<ul style="list-style-type: none"> • Clearly defined and allocated responsibility for Business Continuity Management within the Service. • Development and roll-out of a testing and exercising regime to check the validity of existing plans.

The background of business continuity within the Service has been well established for some years, the approach is underpinned by the Authority which is committed to the highest standards of Business Continuity Management (BCM) – this assists in enabling its service delivery, the safety of its staff, assets and reputation.

During the year a review of the Service’s business continuity policy was completed as planned. BCM is embedded across the Service, with a cohesive, unified approach.

Also during the year the Service invoked its BCM system as a way of preparing for potential threats as they become apparent – recent examples included the threat of industrial action in late 2011, along with the threatened disruption to fuel supplies in early 2012 – and this further highlighted the significance of BCM within the Service.

There are clear roles and responsibilities within the Service to ensure the continued success of BCM, with monitoring and reviewing mechanisms in place. There has also been the development of a web-based E-learning package for all staff to complete. A comprehensive action plan has been created for 2012/13 as part of the continuous cycle of BCM.

Improvement Objective A (Resources Strategy) (Sustainability)

Objective	To change aspects of the organisation’s structure and ways of operating.
Reason	To reduce the level of risk facing the Service by reducing - in a planned way - the cost of providing services whilst simultaneously improving many of them.
Expected outcome	Being able to maintain or improve levels of service to the public, but with a reduced budget.
Planned actions	By: A.1 Implementing the officer review. A.2 Introducing new ways of delivering the legislative fire safety function. A.3 Investigating the feasibility of using a reserve pool of WDS personnel to cover RDS stations. A.4 Reviewing the support staff function. A.5 Developing a Job Design and Evaluation protocol.
Measures of success	Completion of planned actions and spending within budget.

The Service had a successful year with all of the completed actions being achieved within budget. Some of these changes led to an immediate improvement in Service delivery, with others expected to realise improvements over a longer period of time. Overall these actions have reduced the level of risk facing the Service in relation to budget pressures.

A.1 Implementing the officer review. And,

A.4 Reviewing the support staff function.

The implementation of the officer review, followed by the review of the support staff function, saw a restructure of operational middle managers and support given to stations. The new system provides a high level of officer and admin support while also saving the Service around £450,000 per annum. The restructuring gave us the opportunity to improve service delivery – improving resilience and officer response to incidents, creating a robust operational assurance function and finding new and innovative ways to deliver community fire safety. Whilst the officer review was implemented in April 2011, the support staff review took place later in the year and therefore is expected to be fully embedded during 2012-13.

A.2 Introducing new ways of delivering the legislative fire safety function.

A review of the legislative fire safety function was undertaken during the year followed by the implementation of a new staffing structure, realising the predicted savings. It is anticipated that enforcement activity will return to normal levels

beyond this transitional year, as the development and training within the new structure is complete.

A.3 Investigating the feasibility of using a reserve pool of Wholetime Duty System (WDS) personnel to cover Retained Duty System (RDS) stations.

The feasibility study was completed and a preferred option – the ‘Operational Resource Pool’ (ORP) – approved to be implemented in 2012/13. The ORP will see interim provision of WDS personnel being utilised to support day-to-day operational availability of RDS stations. The pool will also be used to support longer-term absences on WDS stations during 2012.

This ORP project has been closely linked to the Rostering System project, the latter being the approved option aimed to reduce staffing costs by £1 million during 2012/13 and 2013/14. The ORP will consist of operational staff released from watches on WDS stations following the implementation of the revised rostering arrangements. This interim provision will continue to be monitored in forthcoming years.

A.5 Developing a Job Design and Evaluation protocol.

Following on from the full Job Evaluation process, work continues to ensure consistency of future posts.

Improvement Objective B (Resources Strategy) (Efficiency)

Objective	To review and improve internal business processes.
Reason	To identify and reduce bureaucracy and administrative burden whilst simultaneously increasing internal capacity and improving output.
Expected outcome	Being able to maintain or improve levels of service to the public, but with a reduced budget.
Planned actions	By: B.1 Reviewing the efficiency of a range of business systems and tying that in with a robust case-by-case assessment of posts to ensure that they continue to be aligned to service requirements. B.2 Re-designing the operational support and development function. B.3 Re-designing the training, development and learning function.
Measures of success	Completion of planned actions and spending within budget.

The Service had a successful year, implementing a number of improvements to business systems and structures, within the reduced budget.

B.1 Reviewing the efficiency of a range of business systems and tying that in with a robust case-by-case assessment of posts to ensure that they continue to be aligned to service requirements.

Having recognised the limitations of the existing electronic finance system (the current system due to reach the end of maintainable life), a replacement electronic finance system was selected. The new system has the benefit of online modules, which enables staff to order goods, manage budgets and record expenses and travel costs in a more efficient manner.

The project also includes new systems for the stores and fleet functions, offering similar benefits – increasing the efficiency of internal ordering of uniform, stationery and consumables.

The replacement systems are due to be implemented in April 2012 and will be more automated, reduce paperwork and improve business processes, within existing budgets – this upgrade also increases resilience within the Service. It is anticipated the new system will take a little time to embed, for example staff training, with greater efficiencies being realised in the longer-term.

B.2 Re-designing the operational support and development function. *And,*

B.3 Re-designing the training, development and learning function.

A fundamental review of the working arrangements within the operational support function was completed in 2010 in order to identify areas for improvement and any gaps in provision.

This review addressed operational needs and looked to provide maximum flexibility in terms of supporting operational response across North Wales. The Service seeks to ensure that its personnel are continually at a high state of readiness, and, can intervene effectively across a wide range of emergency scenarios.

It was timely that the recommendations from this review were also reflected in the wider Officer Review Structure. From 1st April 2011 the newly structured Operations department came into being, in order to further improve operational support, capabilities and preparedness. This was achieved within budget.

Similarly, in 2010 a review of the training, development and learning function was carried out, in part to address recommendations in the Health and Safety Executive report of 2009. The Service is committed to the safety of its staff at all times.

Health and safety runs through everything the Service delivers, and so from the 1st April 2011, in-line with the wider Officer Review Structure, the new Training and Development department came into operation. The restructure was achieved within budget, and has further strengthened the central training and development resources to all staff but particularly RDS staff. It provides advice, knowledge and support to the Service in other areas too, such as:

- Quality assurance
- Setting standards for delivery
- Policy development and review
- Learning and development systems
- Virtual learning environments

Improvement Objective C (Resources Strategy)**(Sustainability)**

Objective	To plan and prepare for the 2012-13 budget reduction
Reason	To meet the Authority's agreed budget plan for cash savings of 7.5% (£2.45 million) in the three years between April 2011 and March 2014.
Expected outcome	Being able to maintain or improve levels of service to the public, but with a reduced budget.
Planned actions	Agreeing a plan to reduce staff costs by around £1,000,000 (e.g. self rostering/station closures/pump removal/other option).
Measures of success	Completion of planned actions and spending within budget.

The Service performed well this year and agreed a budget plan. Faced with a need to reduce the budget, the Authority took the decision at its meeting in December 2010 to freeze the revenue budget at £32million over the next three years which would in reality mean making cash savings of £2.45million - a reduction of 7.5% - to be evenly spread over the three years. This would mean a reduction in the budget of £800,000 each year in 2011-12, 2012-13 and 2013-14.

The Authority considered several budget saving options before approving a review of rostering arrangements, and the creation of the Rostering System project. During the year the Service undertook the foundation work of this project with a view to implementation in 2012/13.

The rostering changes will mean the application of the agreed removal of 22 staff posts from operational watches (day crewing, and 24 hour shift stations). The system is designed to have optimum crewing on those stations every day as well as having in-built resilience to cover absence. Pre planned and programmed centrally supported training and development days outside of the working shifts will ensure that risk critical and specialist skills are maintained to a high standard.

This more efficient system is due to come into affect in May 2012/13 with a view to realising budget savings as well as enhance service delivery, by supporting day-to-day operational availability. The project is also closely linked to the Operational Resource Pool, which was also approved during the year, to be implemented in April 2012/13. The new arrangements will be monitored regularly.

SECTION 3

OTHER IMPROVEMENTS IN 2011-12

During the year the Service also made many general improvements, in addition to those specifically outlined in our Improvement Objectives. The following gives just a few examples of the general improvements made by the Service:

Fleet Management

During the year the Service explored reductions in the cost of Fire Appliance renewals, undertaking collaborative work across Wales, undertaking the foundation work of an all Wales framework and looking at concept vehicles to attend small fires. In 2012/13 a framework agreement will be set up across the Welsh Services, with a view to achieving volume discounts in the future.

Use of New Technology

Following an earlier pilot, the Service worked to implement a new electronic availability system within the Service during 2011/12. The system will be used to simplify the maintenance and monitoring of current and future availability of crew, resources and stations, and is based on web browser software via the internet. Resources and the availability of stations can be updated through the web based interface itself or through mobile telephone by individual crew members.

The development of the electronic system is a collaborative approach by the three fire and rescue services in Wales, to improve support of stations in planning their availability and, ensures that we can provide the best possible service to our communities. The project will continue into 2012/13, due to software related issues.

The Service also introduced a new web based learning and development system, designed specifically for fire and rescue services. There has been a phased roll-out of the system, which is currently being utilised by specific groups across the Service, including Operations and Control. During the year the system became more widely used within these areas of the Service, with staff accessing many e-learning and e-development modules. In 2012/13 the Service will continue to further improve modules available within the system.

Also our ICT department was busy undertaking a phased technology refresh during the year, and completed this in the majority of our 44 stations – the remainder are scheduled for 2012/13. Additionally, a Fireground Radio Technology refresh was underway, scheduled to continue in 2012/13.

COLLABORATION

The drive to achieve more across the Welsh public sector by working collaboratively is one that North Wales Fire and Rescue has been working hard to achieve, and is taking the lead in several aspects of joint working, many of which have already been referred to earlier in this document. The following gives just a few examples of the type of initiatives that the Service is involved in:

- Training and equipping staff in partner organisations e.g. Care and Repair (Gofal a Thrwsio), North Wales Housing Association, Pennaf Housing, Tai Clwyd to deliver Home Fire Safety Checks to the people they come into contact with.
- Educating young drivers through the Pass Plus Cymru initiative.
- Reducing motorcycle accidents by working as partners in the Bike Safe initiative with other fire and rescue services and the Welsh Government.
- Educating all drivers through Impact Roadshows run with North Wales Police, Wales Ambulance and county council road safety officers.
- Visiting schools to provide fire safety information as part of Key Stages 1 to 4 curricula.
- Conducting multi-agency inspections to ensure that all aspects of safety (including fire safety) in licensed premises are satisfactory.
- Collaborating with other local agencies (including utilities companies) to prepare for any future large scale emergencies that could arise.
- Collaborating in a joint on-call press officer service with North Wales Police as a sustainable way of providing out-of-hours information to the media.
- Working with Llysfasi College and North Wales Police to develop and assess Welsh language skills amongst staff.
- Collaborating with other fire and rescue services on training, procurement, recruitment, control arrangements, providing mutual support in cross-border incidents.
- Conducting exercises with a range of other response organisations to ensure successful joint working at incidents e.g. the two other fire and rescue services in Wales, North Wales Police, the RNLI, RAF Search and Rescue, highways agencies, environmental agencies, Welsh Ambulance Services NHS Trust, Mountain Rescue team, A55 tunnels.

North Wales Fire and Rescue is committed to continuously reviewing the effectiveness of all its collaborative work and partnership arrangements, and to increasing the number of productive partnerships that it enters into.

SECTION 4

WHAT OTHERS SAID ABOUT US IN 2011-12

Internal Audit

The Internal Audit statement of assurance for 2011/12 was presented to the Authority at its meeting in June 2012.

The Internal Audit Opinion was that for the 2011-12 year North Wales Fire and Rescue Authority had satisfactory internal control and corporate governance processes to manage the achievement of the Authority's objectives.

The Audit findings and key messages related to work undertaken during the year were broadly positive:

Ynys Mon & Gwynedd

A review of payments to retained firefighters, the maintenance of station and appliance inventories (as part of follow up of Station Inventories audit undertaken in 2007/08) and the completion of vehicle fuel, maintenance & usage log books.

Audit Conclusion: "Satisfactory".

Fleet Management

A review of fleet management procedures in respect of insurance, licensing, inventories, stock of spares, purchases, security, maintenance, MOT, disposals, job sheets & technicians.

Audit Conclusion: "Good".

Final Account – Rhyl Community Fire Station

An assessment of the final account from a particular contractor.

Audit Conclusion: "Satisfactory".

A Special Investigation into specific HR issues was undertaken, and generated an internal disciplinary investigation.

National Fraud Initiative

NFI is a comprehensive and thorough 'data matching' exercise organised by the Audit Commission in partnership with the Wales Audit Office (WAO).

Audit Conclusion: "Good".

Wales Audit Office

In accordance with its normal procedures, the Wales Audit Office issued an Annual Improvement Report for North Wales Fire and Rescue Authority in January 2012.

The Auditor General's overall conclusion was that the Authority had put good arrangements in place to deliver improvement and does well in the areas it focuses on; but that planning, evaluation and reporting of performance was not sufficiently balanced or outcome based.

The report confirmed that the Authority was generally making good plans and putting appropriate arrangements in place to deliver improvement. Wales Audit Office had found that:

- the Authority had appropriate arrangements in place to address priorities and respond to previous suggestions for improvement;
- the Authority had a sound approach to financial management but given the scale of change necessary clear leadership is required;
- the Authority's information management was supporting improvement but there were some weaknesses in governance and performance;
- the Authority's current arrangements for developing, using and supporting technology were likely to support improvement; and
- the Authority was meeting its statutory obligations with regard to the Welsh Language Act.

Wales Audit Office also found that the Authority had achieved much of what it set out to achieve in its identified priorities. Overall the Authority made good progress towards achieving its Improvement Objectives in 2010-11. It was helping to prevent fires and road traffic collisions occurring and whilst fatalities and injuries in fires increased in that year the long term trend was showing a reduction. The report also noted that the Authority was actively developing more innovative and efficient ways to respond to a wide range of events and incidents.

The Audit resulted in five proposals for improvement for the Authority to consider:

- Continue to implement previous proposals for improvement to strengthen improvement objectives and associated performance and measures and reporting to be more outcome focused as to identify and evaluate the impact of its activity for its community.
- Implement areas for improvement identified in WAO's Information Management review.
- Implement areas for improvement identified in WAO's Use of Technology review.
- Address issues arising from the performance indicator audit in respect of how 'over the border incidents' are treated.
- Address the suggestions made in the Appointed Auditor's Annual Audit Letter in respect of reporting Internal Audit findings to the Audit Committee.

Two of the recommendations in the Annual Improvement Report related to specific themed reviews completed by Wales Audit Office during the year.

Information Management

Wales Audit Office was interested in whether the Authority's approach to information management was positively supporting improvement.

The Auditors concluded that the Authority's approach to information management was indeed supporting improvement and that it was generally aware of the issues it needed to address. They found that there were some weaknesses in governance and performance that they considered could pose a risk to the Authority. That said, however, performance was broadly considered to be sound and although there was scope for improvements, these were either already in hand or not significant enough to warrant urgent action.

Seven recommendations were made that the Authority should:

- revise the ICT/Information Strategy to bring it up to date with national and local initiatives, ensuring comprehensive coverage of information management issues.
- deliver the function of an Information Security Forum, chaired/attended by the Senior Information Risk Owner (SIRO), that meets regularly and has corporate responsibility for information issues, in particular: establishing standards and policies monitoring compliance with standards and policies; information management training; learning from and addressing information incidents and issues; and management of information risk.
- develop a comprehensive training programme for all staff to ensure that it can demonstrate that responsibility for information issues has been cascaded throughout the Authority.
- address the issues raised by the recent Internal Audit review of IT Security; these recommendations are wholly supported by this review.
- establish robust arrangements for whole life cycle management of electronic information including e-mail.
- bring administrative information governance in line with the effective arrangements for operational information governance
- ensure that sufficient data is held outside the recommended nine-mile limit to enable a full restoration of service information in the event of a disaster.

Use of Technology

Wales Audit Office was interested in whether the Authority's arrangements for developing, using and supporting technology was likely to support continuous improvement.

Auditors concluded that the Authority's arrangements were indeed likely to support continuous improvement, and that it understood how technology could help it to secure sustainable, effective use of technology, deliver efficiencies and transform service delivery but that it needed to ensure that it had capacity in terms of

technical, skilled resources to deliver its plans without affecting the quality of service.

Five recommendations were made that the Authority should:

- develop a new five-year ICT strategy to support its current and future requirements identified through engagement and consultation with key service stakeholders
- document, publish and promote technology standards and policies.
- ensure that it has the ICT skills and capacity to support and develop technology without adversely impacting on service quality.
- use technology to optimise and standardise business processes and procedures
- put in place arrangements to monitor and measure the effectiveness and impact of technology and service user satisfaction

An update on progress against these recommendations will be provided in the Authority's published Performance Assessment in October 2013.

SECTION 5

OTHER INFORMATION

CONTACT DETAILS

Postal address: North Wales Fire and Rescue
Fire and Rescue Service Headquarters
Ffordd Salesbury
St Asaph Business Park
St Asaph
Denbighshire
LL17 0JJ

Telephone: 01745 535250

Website: www.nwales-fireservice.org.uk

ADDITIONAL INFORMATION

- The **Fire and Rescue Services Act 2004** came into effect in October 2004, replacing the previous Fire and Rescue Services Act 1947 in England and Wales. It clarifies the duties and powers of Fire and Rescue Authorities to:
 - Promote fire safety
 - Fight fires
 - Protect people and property from fires
 - Rescue people from road traffic accidents
 - Respond to other specified risks, such as chemical incidents
 - Respond to large scale emergencies such as terrorist attacks
- **The Fire and Rescue National Framework 2012 Onwards** was published by the Welsh Government in March 2012, replacing the previous 2008-11 Framework. This document sets out the Welsh Government's vision and priorities for Fire and Rescue Authorities in Wales.
- **The Local Government (Wales) Measure 2009** came into effect from 1st April 2010. It created a statutory regime that integrates shorter term local service improvement and long term community planning. Specific guidance relating to the improvement element (Part 1) for fire and rescue services was issued by the Assembly in May 2010.

ADDITIONAL INFORMATION

- The **Fire and Rescue Authorities (Improvement Plans) (Wales) Order 2012** came into force on May 21st 2012. It requires fire and rescue authorities to publish their improvement plan as soon as reasonably practicable after 31 December in the year prior to the financial year to which the improvement plan relates.
- The **Regulatory Reform (Fire Safety) Order 2005** came into effect in October 2006, replacing over 70 pieces of fire safety law. It applies to all non-domestic premises in England and Wales, including the communal parts of blocks of flats and houses in multiple occupation. It abolished the requirement for businesses to have fire certificates and put the onus on the person responsible for the premises to address fire safety in those premises.
- The **Equality Act 2010** replaced over 100 pieces of equality law. The General Duty and specific duties for the public sector in Wales came into force in April 2011. Listed bodies (including Fire and Rescue Authorities) had until April 2012 to publish equality objectives and Strategic Equality Plans.
- The **Civil Contingencies Act 2004** received royal assent in October 2004. It provides a single framework for civil protection to large scale emergencies that threaten serious damage to human welfare, the environment or to security. Fire and Rescue Services are 'Category 1' responders under this act.
- **Welsh Government Fire and Armed Forces Branch**
The responsibility for providing fire and rescue services and promoting fire safety in Wales was devolved to the National Assembly for Wales on 10 November 2004. The Community Safety division of the Welsh Assembly Government is based at Rhydycar, Merthyr Tydfil CF48 1UZ.
<http://wales.gov.uk/topics/housingandcommunity/safety/?lang=en>
- **The Fire and Rescue Adviser**
The postholder is accountable to the Director of Communities and Social Justice, and advises Welsh Ministers on fire and rescue matters.
- **Wales Audit Office**
The Wales Audit Office publishes reports on behalf of the Auditor General who is required to assess the likelihood that the Authority will continue to improve and whether the Authority is discharging its duties and acting in accordance with relevant issued guidance. Auditors also work with fire authorities across Wales to deliver a programme of financial and value-for-money audits.
<http://www.wao.gov.uk/>
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INTERVENTION IN THE EVENT OF FAILURE OR POTENTIAL FAILURE TO COMPLY

The Welsh Government has powers of intervention:

- under section 22 of the **Fire and Rescue Services Act 2004** if it considers that a Fire and Rescue Authority is failing, or is likely to fail, to act in accordance with the National Framework. In such cases, section 23 - Intervention Protocol would apply.
- under section 29 of the **Local Government (Wales) Measure 2009** if it considers that a Fire and Rescue Authority is failing, or is at risk of failing, to comply with the Measure. However, in all but the most exceptional circumstances, Welsh Ministers may only intervene after they have offered voluntary support to the Authority under section 28 of the Measure.

**NEXT STEPS IN RELATION TO COMPLIANCE WITH THE LOCAL GOVERNMENT
(WALES) MEASURE 2009**

Date	Action
By 31 October 2012	The Authority publishes this assessment of its own performance in 2011-12 and the statutory performance indicators for that year.
October 2012 to January 2013	Public consultation period for the draft Improvement Objectives for 2013-14
By March 2013	The Authority publishes its Improvement Plan 2013-14
By March 2013	Wales Audit Office publishes its Annual Improvement Report for North Wales Fire and Rescue Authority that summarises and reports on all the work it has carried out, including its audit of the Authority's own assessment of its performance in 2011-12 and the statutory performance indicators for that year. www.wao.gov.uk

CONSULTATIONS

	Consultation	Publication	For year
Full Risk Reduction Plan	Summer 2006	October 2006	2007-08 onwards
Annual Action Plan	Summer 2007	October 2007	2008-09
Annual Action Plan	Summer 2008	October 2008	2009-10
Annual Action Plan	Summer 2008	October 2009	2010-11
Full Risk Reduction Plan (principles)	Summer 2009		
Full Risk Reduction and Improvement Plan (detailed)	Summer 2010	October 2010	2011-12
Annual Action Plan	Summer 2011	October 2011	2012-13
Improvement Objectives 2013-14 and outlining preparations for 2014-15	Summer 2012	March 2013	2013-14

HOW ANYONE CAN CONTRIBUTE TO FUTURE IMPROVEMENT OBJECTIVES

Sections 5 and 6 of the Local Government (Wales) Measure 2009 require the Authority to consult widely before coming to final decisions about improvement.

The Welsh Government recommends that Authorities should consult citizens, local businesses, community planning partners, other fire and rescue authorities, and other current or potential partners.

The Authority conducts a public consultation each summer when it publicises its proposed improvement and risk reduction objectives for the following year and invites comments from anyone with an interest in what the Authority does. All comments received are taken into account before finalising the following year's plans.

SECTION 6

PERFORMANCE INFORMATION SUMMARY

Year	2007-08	2008-09	2009-10	2010-11	2011-12
NATIONAL STRATEGIC INDICATORS					
RRC/S/001i N Total number of fires	3,844 ¹⁰	3,389	3,370	3,297	3,165
RRC/S/001i D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 10,000 population	54.83	49.99	49.71	48.57	46.65
RRC/S/001ii N Total number of all primary fires	1,564	1,504	1,485	1,346	1,299
RRC/S/001ii D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 10,000 population	23.15	22.18	21.90	19.83	19.15
RRC/S/001iii N Total number of accidental fires in dwellings	525	485	479	469	474
RRC/S/001iii D Total number of dwellings in FRA area	301,063	303,377	304,412	305,583	317,051
per 10,000 dwellings	17.47	15.99	15.74	15.35	14.95
RRC/S/001iv N Total number of all deliberate fires	1,840	1,545	1,536	1,438	1,370
RRC/S/001iv D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 10,000 population	27.24	22.79	22.66	21.19	20.19

¹⁰ Amended post audit

Year	2007-08	2008-09	2009-10	2010-11	2011-12
RRC/S/002i N Total number of fire deaths	10	4	8	10	8
RRC/S/002i D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	1.48	0.58	1.17	1.47	1.18
RRC/S/002ii N Total number of accidental fire deaths	8	4	6	10	8
RRC/S/002ii D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	1.18	0.58	0.88	1.47	1.18
RRC/S/002iii N Total number of deaths caused by fires started deliberately	2	0	2	0	0
RRC/S/002iii D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	0.30	0.00	0.29	0.00	0.00
RRC/S/002iv N Total number of fire injuries (excluding precautionary checks)	80	111	69	97	64
RRC/S/002iv D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	11.84	16.37	10.17	14.29	9.43
RRC/S/002v N Total number of injuries (excluding precautionary checks) arising from fires started accidentally	58	103	57	86	56
RRC/S/002v D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	8.59	15.19	8.41	12.67	8.25
RRC/S/002vi N Injuries (excluding precautionary checks) arising from fires started deliberately	22	8	12	11	8
RRC/S/002vi D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	3.26	1.17	1.76	1.62	1.18

Year	2007-08	2008-09	2009-10	2010-11	2011-12
RRC/S/003 N Number of fires in non-domestic premises	248	224	256	229	215
RRC/S/003 D Number of non-domestic premises in FRA area	27,050	27,055	27,284	27,419	27,484
per 1,000 population	9.17	8.28	9.38	8.35	7.82
RRC/S/004iv Number of fires homes in which a HFSC and/or associated risk reduction activity had taken place within two years before the fire. <i>(Reference RRC/C/006 prior to 2011/12)</i>	-	71	129	134	164
CORE INDICATORS					
RRC/C/001i N Deaths caused by fires started accidentally in dwellings	7	4	6	10	6
RRC/C/001i D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	1.04	0.59	0.88	1.47	0.88
RRC/C/001ii N Deaths caused by fires started deliberately in dwellings	1	0	2	0	0
RRC/C/001ii D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	0.15	0.00	0.29	0.00	0.00
RRC/C/001iii N Deaths caused by fires started accidentally in non-domestic premises	0	0	0	0	0
RRC/C/001iii D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	0.00	0.00	0.00	0.00	0.00
RRC/C/001iv N Deaths caused by fires started deliberately in non-domestic premises	0	0	0	0	0
RRC/C/001iv D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	0.00	0.00	0.00	0.00	0.00
RRC/C/001v N Injuries (excluding precautionary checks) arising from fires started accidentally in dwellings	53	66	43	53	34

Year	2007-08	2008-09	2009-10	2010-11	2011-12
RRC/C/001v D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	7.70	9.73	6.34	7.81	5.01
RRC/C/001vi N Injuries (excluding precautionary checks) arising from fires started deliberately in dwellings	17	4	4	9	4
RRC/C/001vi D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	2.52	0.59	0.59	1.33	0.59
RRC/C/001vii N Injuries (excluding precautionary checks) arising from fires started accidentally in non-domestic premises	2	7	7	14	3
RRC/C/001vii D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	0.30	1.03	1.03	2.06	0.44
RRC/C/001viii N Injuries (excluding precautionary checks) arising from fires started deliberately in non-domestic premises	2	0	3	1	0
RRC/C/001viii D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 100,000 population	0.30	0.00	0.44	0.15	0.00
RRC/C/002i N Total number of malicious false alarms received	652	565	563	491	538
RRC/C/002i D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 1,000 population	0.97	0.83	0.83	0.72	0.79
RRC/C/002ii N Total number of malicious false alarms not attended	498	399	423	373	405
RRC/C/002ii D Total number of malicious false alarms received	652	565	563	491	538
% of the total that were not attended	76.38%	70.62%	75.13%	75.97%	75.28%

Year	2007-08	2008-09	2009-10	2010-11	2011-12
RRC/C/002iii N Total number of malicious false alarms	154	166	140	118	133
RRC/C/002iii D Total number of malicious false alarms received	652	565	563	491	538
% of the total that were not attended	23.62%	29.38%	24.87%	24.03%	24.72%
RRC/C/003 N Total number of false alarms caused by automatic fire detection and alarm systems in non-domestic premises	2,020	1,707	1,646	1,322	1,411
RRC/C/003 D Number of non-domestic premises within FRA area	27,050	27,055	27,284	27,419	27,484
per 1,000 non-domestic premises	74.68	63.09	60.33	48.21	51.34
RRC/C/004i N Number of deliberate primary fires	526	540	482	373	367
RRC/C/004i D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 10,000 population	7.80	7.96	7.11	5.50	5.41
RRCC/004ii N Number of deliberate secondary fires	1,314	1,005	1,054	1,065	1,003
RRC/C/004ii D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 10,000 population	19.44	14.82	15.55	15.69	14.78
RRCC/004iii N Number of deliberate fires in dwellings <i>(new data requirement for 2011/12)</i>	71	67	66	66	56
RRCC/004iii D Number of dwellings in FRA area <i>(new data requirement for 2011/12)</i>	301,063	304,412	304,412	305,583	317,051
Per 10,000 dwellings <i>(new data requirement for 2011/12)</i>	2.36	2.20	2.17	2.16	1.77
RRC/C/005i N Dwelling fires attended where a smoke alarm and/or other fire detection equipment had actuated	375	337	285	329	321
RRC/C/005i D Total number of dwelling fires attended	595	551	545	535	530
% where alarm actuated	63.03%	61.16%	52.29%	61.50%	60.57%

Year	2007-08	2008-09	2009-10	2010-11	2011-12
RRC/C/005ii N Dwelling fires attended where a smoke alarm and/or other fire detection equipment was fitted but did not actuate	79	79	123	118	129
RRC/C/005ii D Total number of dwelling fires attended	595	551	545	535	530
% where alarm fitted but did not actuate	13.28%	14.34%	22.57%	22.06%	24.34%
RRC/C/005iii N Dwelling fires attended where a smoke alarm and/or other fire detection equipment was not fitted	141	135	137	88	80
RRC/C/005iii D Total number of dwelling fires attended	595	551	545	535	530
% where no alarm fitted	23.70%	24.50%	25.14%	16.45%	15.09%

OTHERS

CHR/ C/001i N The number of individual operational staff working the wholetime and Retained Duty Systems who categorise themselves as having a disability	16	14	15	13	19
CHR/ C/001i D The total number of individual operational staff working the wholetime and Retained Duty System	896	869	850	871	798
% with a disability	1.79%	1.61%	1.76%	1.50%	2.38%
CHR/ C/001ii N The number of individual control and non-operational staff who categorise themselves as having a disability	8	8	9	8	10
CHR/ C/001ii D The total number of individual control and non-operational staff	167	174	184	187	185
% with a disability	4.79%	4.60%	4.89%	4.30%	5.41%
CHR/ C/001iii N The total number of people aged between 18 and 64 years who categorise themselves as having a disability in the FRA area	68,848	68,848	68,848	68,848	68,848
CHR/ C/001iii D The total number of people aged 18 - 64 years in the FRA area	391,153	391,153	391,153	391,153	391,153
% with a disability	17.60%	17.60%	17.60%	17.60%	17.60%

Year	2007-08	2008-09	2009-10	2010-11	2011-12
CHR/ C/002i N The number of individual members of staff who categorise themselves as belonging to a minority ethnic group	9	10	8	6	12
CHR/ C/002i D The total number of individual members of staff	1,063	1,043	1,034	1,058	983
% minority ethnic	0.85%	0.96%	0.77%	0.60%	1.22%
CHR/ C/002ii N The total number of ethnic minority persons aged between 18 and 64 years in the FRA area	3,930	3,930	3,930	3,930	3,930
CHR/ C/002ii D The total number of people aged 18 - 64 years in the FRA area	394,760	394,760	394,760	394,760	394,760
% minority ethnic	1.00%	1.00%	1.00%	1.00%	1.00%
CHR/ C/003 N The total number of individual women firefighters employed	32	33	37	45	42
CHR/ C/003 D The number of individual firefighters employed	896	869	850	871	798
% women	3.57%	3.80%	4.35%	5.20%	5.26%
CHR/ C/004i N The total number of FTE working days/shifts lost to sickness absence by all staff (excluding RDS staff)	3,594	3,755	4,023	3,259	3,969
CHR/ C/004i D The average number of all staff (excluding RDS) as FTE	441.70	450.00	458.55	459.00	445.91
days/shifts lost per person	8.14	8.34	8.77	7.10	8.90
CHR/ C/004ii N The total number of FTE working days/shifts lost to sickness absence by wholetime uniformed staff	2,310	2,520	2,241	1,963	2,261
CHR/ C/004ii D The average number of wholetime uniformed staff as FTE	299	298	295	290	277.50
days/shifts lost per person	7.73	8.46	7.60	6.80	8.15
CHR/ C/004iii N The total number of FTE working days/shifts lost to sickness absence by	149	145	444	227	276

Year	2007-08	2008-09	2009-10	2010-11	2011-12
control staff					
CHR/ C/004iii D The average number of control staff as FTE	30.82	30.82	30.22	28.57	28.23
days/shifts lost per person	4.83	4.70	14.69	7.90	9.78
CHR/ C/004iv N The total number of FTE working days/shifts lost to sickness absence by non-operational staff	1,135	1,090	1,338	1,069	1,432
CHR/ C/004iv D The average number of non-operational staff as FTE	111.8	121.16	133.33	141	140.18
days/shifts lost per person	10.15	9.00	10.04	7.60	10.22
CHR/ C/005i N Total number of ill health retirements	4	3	6	11	11
CHR/ C/005i D Average number of total FRS employees	1,050.5	1,053	1,038.50	1,046	1,020.50
as % of total workforce	0.38%	0.28%	0.58%	1.10%	1.08%
CHR/ C/005ii N Number of wholetime operational ill health retirements	0	1	0	4	4
CHR/ C/005ii D Average number of wholetime operational personnel	299	298	295	289.5	277.50
as % of total WDS workforce	0.00%	0.34%	0.00%	1.40%	1.44%
CHR/ C/005iii N Number of RDS ill health retirements	3	2	6	6	6
CHR/ C/005iii D Average number of RDS personnel	587	584.5	564.5	571.0	557.0
as % of total RDS workforce	0.51%	0.34%	1.06%	1.05%	1.08%
CHR/ C/005iv N Number of control personnel ill health retirements	0	0	0	0	1
CHR/ C/005iv D Average number of control personnel	32.5	33	33.5	33	32
as % of total Control workforce	0.00%	0.00%	0.00%	0.00%	3.13%
CHR/ C/005v N Number of non-operational personnel ill health retirements	1	0	0	1	0

Year	2007-08	2008-09	2009-10	2010-11	2011-12
CHR/ C/005v D Average number of non-operational personnel	132	137.5	145.5	152.5	154.00
as % of total non-ops workforce	0.76%	0.00%	0.00%	0.70%	0.00%
LOCAL					
Local N Total number of secondary fires attended	2,000	1,509	1,538	1,626 ¹¹	1,613
Local D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 10,000 population		22.26	22.69	23.94	23.77
Local N Total number of malicious false alarms attended	154	166	140	118	133
Local D Population of FRA area	675,563	677,971	677,971	678,750	678,461
per 1,000 population	0.23	0.25	0.21	0.17	0.20
Local The total number of Home Fire Safety Checks delivered	26,504	31,180	32,802	36,905	28,472
Local The percentage of accidental dwelling fires confined to the room of origin	93%	92%	93%	91%	92%

¹¹ Amended post audit.