

Community Protection Directorate

Annual Performance Report

2014/15



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Foreword



Roy Wilsher
Director, Community Protection
Directorate and Chief Fire Officer



Richard Thake
Executive Member for
Community Safety & Planning

We have pleasure in presenting the 2014/15 Annual Performance Report. Over the last 12 months the 4 main parts of the Community Protection Directorate; Fire and Rescue, Trading Standards, the County Community Safety Unit and the Resilience Team have continued to work closely with colleagues in other directorates, partners, voluntary sector and other agencies to deliver a cohesive and comprehensive approach to community safety, protection and regulation. This integrated approach has notably added value to cross council service provision, and delivered efficiencies. This along with our prudent financial planning and budgeting has meant that CPD continues to deliver high performing, low cost services to the communities of Hertfordshire.

Since September 2013 the Fire and Rescue Service has experienced over 40 periods of strike action of varying length as a result of the national dispute with the Government about pension reform. During these periods the Directorate's business continuity plans have worked effectively, although providing a reduced level of fire cover, this has been supported by prevention work to raise awareness of the need for communities to prevent fires and other incidents. Contingency plans have ensured that the Service performance has not been significantly impacted during strike periods.

This year has seen a marked reduction in the number of false alarms attended by Hertfordshire Fire and Rescue Service. Since April 2014 the Service no longer automatically sends a fire appliance to calls from Automatic Fire Alarm systems in most business premises during weekday working hours, unless a fire is confirmed. This has contributed to the overall drop in the number of incidents attended by the Service. It is pleasing to note that whilst the number of Secondary Fires (fires of no discernible value or ownership e.g. scrubland, grassland, rubbish etc.) has increased slightly, the number of Primary Fires (those involving property including buildings, vehicles, crops etc.) has fallen since 2013/14. Unfortunately, the number of fires that are caused deliberately has risen this year, in line with the increase in Secondary fires, and will be an area of focus for the coming fiscal year.

We recognise that safer communities can only be achieved by challenging and improving the way we work. During 2014/15 the Police and Crime Commissioner commissioned the independent charity 'SafeLives' through the County Community Safety Unit to comprehensively review domestic abuse services in Hertfordshire. The review highlighted the good work that is taking place but also the need for some

improvements. A cross-organisational working group has been established to take forward the development of a clear Domestic Abuse Strategy and associated action plan. This shows the importance of multi-agency working whilst trying to reduce harm in Hertfordshire.

There are many examples of work with partner agencies to improve capacity and maximise effectiveness. For example this year our Rogue Traders team took part in over 20 multi-agency operations with the police and other agencies. Our aim for the coming year, is to be even more pro-active in identifying rogue traders in the act, and taking the necessary robust action to protect Hertfordshire's residents and businesses.

During these times of public sector financial constraint we face the challenge of reducing budgets while still maintaining quality services. Consequently we regularly review our teams to ensure their objectives and capability match the evolving needs of the service, and where necessary remodelling the way that services are delivered to provide value for money. Day Crewing Plus is one example of this; following on from the successful implementation of Day Crewing Plus at Rickmansworth and Potters Bar Fire Stations, March 2015 saw a third Day Crewing Plus station go-live at Baldock. This innovative way of crewing fire stations has brought about significant cost savings without affecting community safety and emergency response.

The safety and competence of our teams is also critical to our performance and so the Directorate continues to invest in training by improving the training facilities and in other areas of the service to ensure that our workforce have the capability and support to respond to the increasingly diverse needs from the service. Our training supports all areas from the catastrophic, such as the exercise we ran in April to test blue light resilience and capability in the event of a terrorist attack, to the local, as witnessed by the actions of care worker Jane Sanders who saved a life just hours after attending a first aid course run by the Directorate.

The Fire and Rescue Service hosted country-wide training for Blue Light Commanders at Longfield as part of the national Joint Emergency Services Interoperability Programme (JESIP).

The Directorate's involvement in Youth engagement has substantially grown over the past year with our 100th Life Pass Out, a further Princes Trust programme at Hatfield and considerable work with our colleagues in Education on Thriving families' holiday programmes at Stevenage. Our Volunteers continue to make a significant contribution to CPD's delivery of services and one such example has been the successful Road Safety events carried out across the County.

Directorate services continue to be held in high esteem by members of the public, trusted and visible in times of need. We recognise that our high levels of performance could not be achieved without the enthusiasm, dedication, commitment and professionalism of our employees and volunteers. Through prevention, protection and response, they are central to community life whether working with young people, protecting the vulnerable or rescuing people from emergency situations.

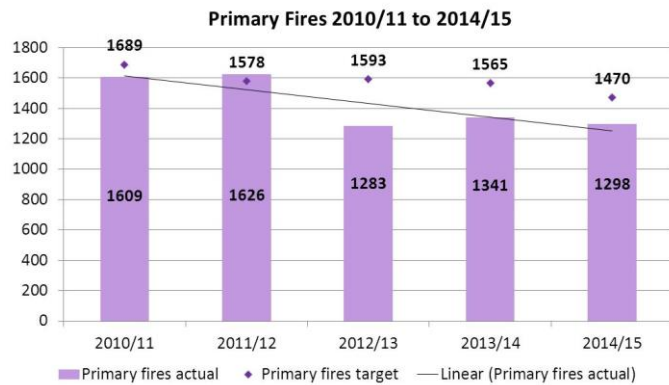
Fires

	14/15	13/14	Vs Last Year	Target	Vs Target
Primary fires	1298	1341	↑ 3.2%	1470	↑ 11.7%
Secondary fires	1009	984	↓ 2.5%	1213	↑ 16.8%
Deliberate fires	922	816	↓ 13.0%	1100	↑ 16.2%

Primary Fires – fires involving property including buildings, vehicles, crops etc.

The total number of primary fires fell by 3.2% compared to last year, and by 19.3% over the last five years.

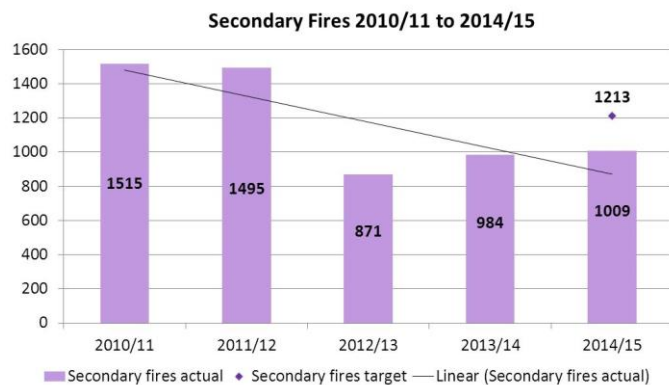
The number of primary fires has levelled out in the last three years at approximately 1300 fires per year.



Secondary Fires – fires of no discernible value or ownership e.g. scrubland, grassland, rubbish etc.

Whilst the total number of secondary fires has risen by 2.5% compared to last year, however over the last five years the number has fallen by 33.4%.

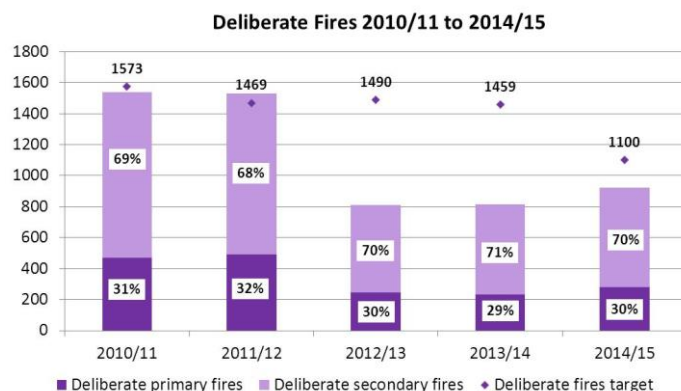
There was a significant drop in 2012/13 when a particularly wet summer was experienced, as the majority of secondary fires occur outdoors in the summer months.



Deliberate Fires – fires which are believed to have been started intentionally.

The total number of deliberate fires rose by 13% compared to last year; however the total number of deliberate fires has fallen by over 40% in the last five years.

The proportions of deliberate fires that are primary or secondary has remained fairly static over the last five years, with approximately 70% of all deliberate fires being classed as secondary and approximately 30% classed as primary.

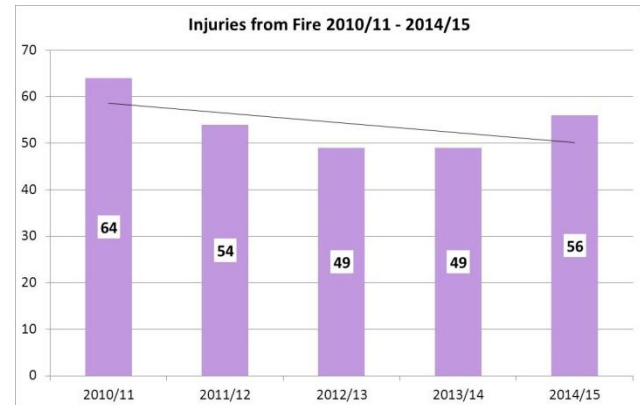
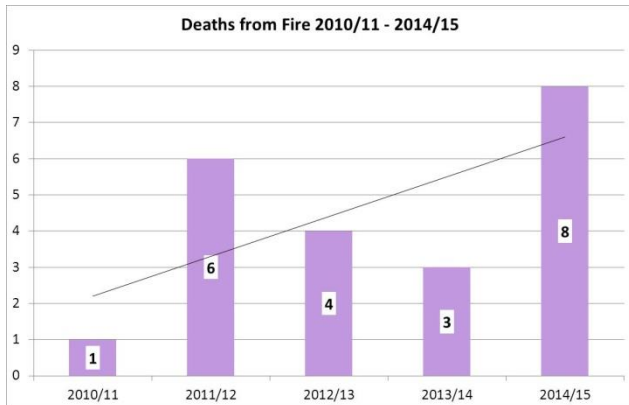


Deaths and Injuries from Fire

14/15 13/14

Fire deaths ↓ 8 3

Fire injuries ↓ 56 49



There have been 8 deaths recorded during 2014/15 where the cause of death has been attributed directly to fire. This is an increase of 5 deaths compared to 2013/14 when 3 were recorded.

At the time of writing 4 of the 8 deaths have been confirmed as 'fire fatalities' by the coroner, the remaining 4 await inquest. Details of the 4 confirmed cases are as follows:

- A 93 year old woman died in an accidental house fire in Cheshunt when a lit match was dropped onto clothing.
- A man died in house fire in Welwyn Garden City that was deliberately caused by the deceased who ignited petrol in the property.
- A 72 year old man died in an accidental flat fire in St Albans when a lit cigarette was dropped onto bedding.
- A 49 year old man died in an accidental garage fire when a lit cigarette was dropped onto bedding.

The 4 deaths that await inquest are:

- A man died in a car fire just north of Junction 4 of the A1M.
- A man died in a car fire in Weston, near Hitchin.
- A man died in a lorry fire on the A10 Dinant Link Road at Hoddesdon.
- A woman died in a fire in a stationary vehicle in Stanstead Abbots.

The Service uses the term injury to include only those casualties requiring treatment at a hospital.

During 2014/15 there were 56 injuries resulting from fires, this is 7 higher than last year and did not meet the target of no more than 37 injuries for the year.

The majority of these 56 injuries, 41, resulted from 35 separate dwelling fires where the cause of the fire is believed to be accidental. A further 5 injuries resulted from dwelling fires where the cause of the fire is believed to be deliberate: 3 from one house fire in Harpenden; 1 from a house fire in South Oxhey and 1 from a flat fire in Kings Langley.

There were 3 injuries resulting from 3 separate accidental vehicle fires, 2 injuries from one accidental fire in a commercial premises, 1 from a fire in a bin store in the communal area of a block of flats, 1 deliberate fire in a private garden/allotment, 1 from a deliberate fire in a residential home, 1 from an accidental fire in a garage/shed and 1 in a deliberate fire in a derelict property.

Road Traffic Collisions

	14/15	13/14
Number of RTCs attended by HFRS	↓ 492	413
Deaths from RTCs attended by HFRS	↓ 11	10
Injuries from RTCs attended by HFRS	↓ 406	305

Please note that the above figures represent the number of Road Traffic Collisions (RTCs) attended by Hertfordshire Fire and Rescue Service within the County. Hertfordshire Constabulary record information from **all** reported Road Traffic Collisions across the County, regardless of whether assistance from the Fire and Rescue Service is required.

The Fire and Rescue Service continue to be called out to rescue significantly more people from Road Traffic Collisions (RTCs) than from fires and on average around ten times more people are killed on Hertfordshire's roads than in fires. During 2014/15 the Service attended a total of 492 RTCs which is 79 or 19.1% more than the 413 RTCs attended last year.

The increase was primarily caused by an unusually high number of RTCs occurring during Q1 2014/15. The Service worked with colleagues from the Road Safety Team, police and other partners to analyse the data and no specific cause could be found for this spike, over the remainder of the year the number of RTCs returned to more usual levels.

The Community Protection Directorate work collaboratively with police colleagues and other partners to reduce the number of Road Traffic Collisions and the numbers of people killed or injured on roads, and are also involved in delivering a number of extremely successful initiatives which aim to ensure that incident and casualty numbers for Hertfordshire continue to fall year on year.

Domestic Abuse

	Vs Target	14/15	13/14
Referrals to MARAC		↓ 1341	664
Repeat cases referred MARAC		↓ 286	125
% of repeat cases	↑ 25%	↓ 21.3%	18.8%

Multi-Agency Risk Assessment Conferences (MARACs) are regular local meetings where information about high risk domestic abuse victims is shared between local agencies to draw up a risk-focused, co-ordinated safety plan to support the victim. Repeat rates are defined as the same victim and perpetrator (or group of perpetrators) returning to the same MARAC within 12 months of the most recent MARAC referral.

From Q2 14/15 onwards there has been a particularly significant increase in the number of cases (102% increase) and repeat cases (129% increase) referred to MARAC. This is primarily due to improved practice within Hertfordshire Constabulary implemented in July 2014 which led to a large increase in police referrals.

During 2014/15 the County Community Safety Unit (CCSU), with funding from Hertfordshire's Police and Crime Commissioner, commissioned the independent charity 'SafeLives' to comprehensively review how services in Hertfordshire could be improved. The report highlighted the good work that is taking place and also identified the need for some focussed improvements in:

- governance and leadership arrangements for domestic abuse in Hertfordshire
- consistency through which victims are referred to services, and
- gaps around the provision of services and support for victims and perpetrators

In December at a joint meeting of Hertfordshire's Domestic Abuse Strategic Programme Board and the County Community Safety Governance Board, it was agreed to establish a cross-organisational working group to take forward the development of a clear Domestic Abuse Strategy and associated action plan.

Drugs and Alcohol

Spectrum, Hertfordshire's drugs and alcohol treatment and recovery service, is provided by the national third sector organisation Crime Reduction Initiatives (CRI). The service provides treatment and support for adults with drug and alcohol problems, ranging from advice and information to structured treatment programmes, from nine hubs across the county.

The service provides Hertfordshire's Drug Intervention Programme (DIP), an initiative that aims to get people out of crime and into treatment. It targets drug using offenders at different places in the criminal justice system and encourages them to engage in treatment. The Service's delivery model includes eight Criminal Justice workers: four of these workers have responsibility for engaging and assessing drug and alcohol using offenders in criminal justice settings such as Police custody suites, Courts and prisons. Once they have been engaged, assessed and, where necessary, stabilised, offenders are passed onto recovery and re-integration teams who deliver a wide range of interventions and services to support an individualised recovery programme.

The first 100 criminal justice clients triaged by Spectrum from the start date of 1 April 2012 were monitored for the purpose of performance reporting.

The table below shows key findings as at the end of March 2015:

	Baseline (1 year prior to start date)	Year 1*	Year 2*
Number of offences	266	204	184
Number of individuals responsible	74	56	46
Number of individuals with no offences	23	41	51
Total cohort	97	97	97

*Data relates to individual progress through the programme.

The total number of offences committed by individuals in the programme has decreased since the start date in treatment, along with the number of individuals responsible.

Performance for the cohort as a whole shows:

- **31%** reduction in the number of offences committed falling from 266 in the baseline year to 184 at the end of the second year.
- **29** individuals have no known offences recorded against them in either year of the programme.

Overall treatment status shows 92 individuals discharged; 5 still on caseload; data removed for the remaining 3 individuals (2 deceased and 1 for whom information is no longer available from CRI/Spectrum).

Local Intervention Fire Education (LiFE) courses



Stevenage LiFE course – November 2014

The Local intervention Fire Education (LiFE) project is aimed at young people between the ages of 13 and 19. It is a level two Diversionary Youth Engagement scheme targeted at young offenders, or those at risk of offending, referred by partner agencies.

The LiFE course is delivered by specially trained firefighters and aims to challenge and change the attitudes and behaviours of young people through an intensive five-day work experience within a disciplined and focussed team environment.

	14/15	13/14
Number of LiFE courses run	7	10
Number of young people starting a LiFE course	97	123
Number of Young people successfully completing a LiFE course	69	96
Percentage of young people successfully completing a LiFE course	↓ 71%	78%

During 2014/15 LiFE courses were run in Bishop's Stortford, Hertford, Borehamwood, Hemel Hempstead, Watford and Stevenage (2 courses). In total 97 young people attended the first day of a course and 69 went on to successfully complete.

In 2014/15 69 post-course surveys were sent out to the parents/guardians of the young people who completed a LiFE course, 50 were returned. Of those, **45%** responded that the course had changed the attitude/behaviour of the young person by a **large extent** and **37%** by a **slight extent**. Only **14%** reported no change and **4%** felt it was too early to assess.

Rogue Traders

	14/15	13/14
Number of rogue trader incidents reported to trading standards	84	100
% Rogue trader incidents responded to within 24 hours	→ 100%	100%

Rogue Trading concerns incidents where consumers have solicited or unsolicited calls from traders offering gardening and household repairs under the guise of legitimate business. It refers to the practice of deliberately overcharging for unsatisfactory goods and/or services. This includes charging for unnecessary work, damaging property deliberately in order to obtain money, leaving work unfinished and intimidating behaviour in order to extort money. It is known that the offenders travel extensively to commit crime. Some of the teams may exchange information with distraction burglars. Intelligence strongly suggests that some rogue traders will commit distraction burglaries if given the opportunity at the time of committing the rogue trading offences. As with distraction burglary offenders, rogue traders deliberately target the elderly and vulnerable members of the community.

Trading Standards Enforcement Officers respond to reports of doorstep crime within 24 hours or in the event that a rogue trader is currently, or is due to arrive at a resident's home, a rapid response procedure is

activated and Trading Standards Officers will attend immediately along with the Police. Last year we dealt with over 80 rogue trader incidents, and the police with many more (as we continue to train new police recruits on doorstep crime). However, this is just the tip of the iceberg, as doorstep crime is heavily under reported. A national survey last year estimated the reporting rate for doorstep crime to be between 10 and 20%, and possibly as low as 5%, with there likely to be more than 170,000 incidents per year.

Due to methods used by rogue traders it is very difficult to identify offenders unless we, or the police, can intervene whilst the traders are at the scene of the incident. The survey found that approximately only 1% of reports to Trading Standards result in a prosecution. In Hertfordshire last August we were successful in getting a rogue trader sent to prison for 2 years for fraudulent roofing work.

Last year we took part in over 20 multiagency operations with the police and other agencies. For the coming year, and with a new team structure, we aim to be even more pro-active in trying to find rogues traders in the act, identify them and then take the appropriate action to protect Hertfordshire's residents and businesses.

Risk Based Inspections

	14/15	13/14
RBIPs undertaken by Fire Crews	↑ 771	686
RBIPs undertaken by Fire Protection Officers	↓ 323	650
Total RBIPs undertaken	↓ 1094	1336

The Fire and Rescue Authority the primary agency responsible for enforcing The Regulatory Reform (Fire Safety) Order 2005 legislation in most premises. In Hertfordshire inspections of those premises that present the highest risk to the community are completed by the Fire and Rescue Service following our risk based inspection programme. We aim to work in support of individuals and organisations to make their premises safe. However we will take legal enforcement action to ensure that appropriate work is carried out.

Our current fire safety 'Risk Based Inspection Programme' (RBIP) has been devised using local statistical information on fires in non-domestic premises combined with national data and the professional judgement of the Fire Protection management team. The overall potential for loss of life or serious injury is the major determinant of risk for the purposes of the RBIP. When we receive intelligence of an alleged fire risk we aim to respond within four hours to inspect the allegation, determine the severity of any breach of fire safety legislation and take immediate enforcement action if necessary.

Home Fire Safety Visits (HFVSs)

	14/15	13/14
Total number of HFVSs delivered	↑ 8,607	8,574

Home Fire Safety Visits (HFVSs) are an accidental dwelling fire prevention initiative. HFVSs involve the identification of potential fire risks in the home, the provision of fire safety advice and the installation of smoke alarms where necessary. HFVSs are offered as a universal service to all households in Hertfordshire, with awareness campaigns targeting vulnerable groups and risk profiling tools used to identify and target 'high risk' areas and households for a priority visit. HFVSs are also provided for 'at risk' individuals when referrals are received from other agencies or services and we can supply and fit specialist protection where a need is identified, this includes arson proof letterboxes, smoke alarms for the hearing impaired, portable suppression systems and fire resistant bedding packs, throws and clothing.

Fire Engine Attendance Times

	Target	14/15	13/14
% First fire engine to attend a property fire within 10 minutes	↓ 90%	↓ 89.8%	93.1%
% Second fire engine to attend a property fire within 13 minutes	↓ 90%	↓ 87.9%	93.6%
% Third fire engine to attend a property fire involving people within 16 minutes	↑ 90%	↑ 95.8%	81.8%
% First fire engine to attend a Road Traffic Collision (RTC) on major roads within 12 minutes	↑ 75%	↓ 89.1%	89.7%
% First fire engine to attend a hazardous materials (HAZMAT) incident within 20 minutes	→ 100%	→ 100%	100%

For property fires, road traffic collisions and hazardous materials incidents occurring within Hertfordshire boundaries we have attendance times that were agreed by Hertfordshire Fire and Rescue Authority in 2006, and again in 2010. Our attendance times are measured from the time the fire engine is assigned to an incident by our Fire Control until arrival at the scene.

The Digital Services performance team produce a monthly report on attendances that do not meet the attendance standards; these are subsequently investigated by the relevant Station Commander. This enables senior management in the Service to be fully aware at all times of individual incidents that do not meet the standard, and if there are any trends or recurring factors that may contribute to a failure to achieve the attendance standards.

Site Specific Information

Local fire crews carry out annual inspections on sites which would potentially pose a special risk to firefighters, the general public or national heritage in the event of an incident. These are known as 7(2)d inspections (which refers to the related section in the Fire Services Act 2004) and are used to update Site Specific Risk Information (SSRI) documents for use by fire crews.

HCC Incident Response Planning

We coordinate and support emergency planning and business continuity arrangements across Hertfordshire County Council departments to ensure that the Council can respond quickly and effectively to a wide range of incidents and emergencies whilst continuing to deliver critical services during times of disruption, when demand for services can increase rapidly. We also coordinate the provision of welfare support to the community and take a key role in the recovery phase of emergencies.

There is now one overarching Incident Response Plan for HCC which each departmental Incident Response Plans link into and these were all tested during exercise ZIRA in March 2015. The current Incident Response Plan is currently being overhauled and it is planned that this will be tested and exercised in March 2016.

Automatic Fire Alarms

Total attendances to false alarms caused by AFAs	↑	14.5%
Attendances to false alarms caused by AFAs – non-domestic premises	↑	29.5%
Attendances to false alarms caused by AFAs - domestic premises	↓	1.0%

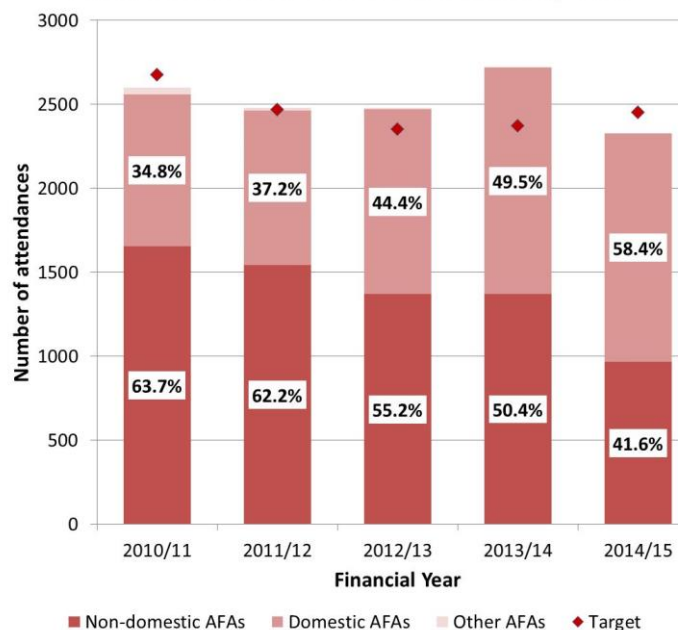
A significant percentage of incidents attended by the Fire and Rescue Service turn out to be false alarms generated by Automatic Fire Alarm (AFA) systems.

As of 1 April 2014 Hertfordshire Fire and Rescue implemented a new policy and no longer automatically respond to calls from AFA systems in most business premises between the hours of 9am and 5pm, Monday to Friday, unless a fire is confirmed.

The new policy has proved to be extremely successful and the total number of attendances to false alarms caused by AFAs has fallen by 14.5%, significantly in excess of the target reduction of 10%. Attendances to AFAs in **non-domestic** premises, the primary focus of the new policy, have fallen by a considerable 29.5%. Attendances to false alarms caused by AFAs in **domestic** premises rose slightly compared to last year, and have gone up by 1.0%.

AFAs in domestic premises now make up the majority of attendances to this type of false alarm, **58.4%** of the total compared to **41.6%** for non-domestic premises.

Attendances to false alarms caused by AFAs



Malicious False Alarms

	14/15	13/14
Number of malicious calls received	↑ 219	259
Number of malicious calls attended	↑ 69	72
% of malicious calls attended	↓ 31.5%	27.8%

Emergency calls that turn out to be false alarms divert essential fire and rescue resources rendering them unavailable. Fire Control Operators use their experience and training to identify potential malicious callers and challenge them. To drive down the number of hoax calls the Service maps hotspots to target prevention activity and works with phone network providers to bar persistent offenders. In comparison to the previous year the total number of hoax calls received fell from 259 to 219 (down 15.4%), however the percentage of hoax calls attended increased by 3.7% from 27.8% to 31.5%.

Customer Satisfaction

14/15

13/14

Businesses satisfied with the Trading Standards service

→ 85%

85%

Businesses satisfied with the Fire Protection service

→ 91%

91%

A sample of the businesses that have been visited or advised by Hertfordshire Trading Standards or Fire Protection service are surveyed to gain feedback on their satisfaction. This includes traders or businesses that we have received complaints about. The surveys ask whether our officers were fair, helpful, polite and courteous. Whether information was easy to understand and whether they were better equipped to deal with similar problems in the future. The final score for 2014/15 for the Trading Standards was 85% and for Fire Protection was 91%, both these scores were the same as 2013/14.

14/15

13/14

Consumers satisfied with the Trading Standards service

↑ 91%

88%

Consumer enquiries given a full response within 3 working days

↓ 95%

96%

Hertfordshire Trading Standards seeks to provide consumers with advice and information to help them resolve disputes and be better able to deal with matters in the future. A short survey is sent out at random to consumers that have used the Trading Standards advice service. Questions include whether they are satisfied with our service, whether information and advice is easy to understand, if our staff are informative and treat them fairly, and whether we are polite and courteous. In 14/15 91% of respondents stated that they were satisfied with the overall level of service this is a 3% increase in overall satisfaction compared to 13/14.

14/15

13/14

Residents satisfied with the Fire Prevention service

→ 100%

100%

The Fire Prevention service offer Home Fire Safety Visits (HFSVs) to residents which involve the identification of potential fire risks, the provision of fire safety advice and the installation of smoke alarms where necessary. Awareness campaigns target vulnerable groups and risk profiling tools are used to identify and target 'high risk' areas and households for a priority visit. HFSVs are also provided for 'at risk' individuals when referrals are received from other agencies/services and we can supply and fit specialist protection where a need is identified, this includes arson proof letterboxes, smoke alarms for the hearing impaired, portable suppression systems and fire resistant bedding packs, throws and clothing. Following a visit residents are asked to complete a short satisfaction survey.

Quality of the traded service provided by the Resilience Team

Rating

14/15

13/14

Excellent

↑ 72%

62%

The Herts Local Authority Resilience Partnership was established in September 2005 to provide professional support and expertise to districts in their duties under the Civil Contingencies Act 2004. Hertfordshire County Council and seven of the ten district councils form this partnership. Hertsmere Borough Council are not officially in the partnership but have a standalone agreement with HCC to provide the same service.

Each year the districts complete a performance questionnaire regarding the quality of the service provided by the HCC District Resilience team and how the partnership has enhanced the districts' resilience preparedness. For 2014 the team reported high levels of general satisfaction with the traded service with an average of 72% districts awarding 'excellent' and 28% 'good'. This is an increase on 2013 with 62% 'excellent' and 38% 'good'.

Cost

The Chartered Institute for Public Finance and Accountancy (CIPFA) publishes annual fire statistics which enable national cost comparative analysis. The latest available CIPFA Fire and Rescue Statistics for 2013/14 show HFRS to be one of the lowest cost English FRs in the country at **£32.30** per head of the population. This places HFRS ninth lowest nationally out of 43 English FRAs, second lowest of 13 FRAs in the DCLG defined Family Group and fourth lowest out of 13 County Council FRAs. The most recent CIPFA statistics for Regulatory Services show that the net expenditure for Trading Standards in Hertfordshire was **£2.60** per head of the population in 2012/13.

Sickness

	14/15				13/14			
	% Short Term	% Medium Term	% Long Term	Average Days	% Short Term	% Medium Term	% Long Term	Average Days
Fire and Rescue - Uniformed	35.8%	25.0%	39.2%	↓ 8.4	42.00%	24.70%	36.70%	7.1
Fire and Rescue - Non-Uniformed	23.1%	19.9%	57%	↓ 3.6	30.00%	44.50%	25.50%	3.3
JPS – Non-Uniformed	17.8%	23.5%	58.7%	↓ 5.7	60.50%	11.50%	28.00%	3.5

Hertfordshire County Council monitor sickness absence levels through measuring the number of working days/shifts lost per person in the last 12 months.

Managers have worked diligently to ensure that return to work interviews are completed and short term absence is monitored, while Occupational Health staff ensure that those on long term absence have access to rehabilitative support to facilitate their return to work as soon as is practical.

Complaints and Compliments

	14/15	13/14
Stage 1 complaints	↓ 19	12
Stage 2 complaints	↑ 1	6
Ombudsman complaints	→ 0	0
Compliments	↑ 279	160

The Directorate is committed to listening to service users and dealing with any complaints that have been received promptly and effectively. We aim to learn from service user's views to help us improve and develop the services we provide.

Whilst the number of Stage 1 complaints increased by 7, from 12 in 13/14 to 19 in 14/15 the number of more serious complaints, Stage 2 fell by 5. Of the 19 Stage 1 complaints received only 3 were upheld following investigation and 2 were partially upheld, the remaining **14** complaints were not upheld. There have been no complaints received from the Ombudsman in either 13/14 or 14/15.

The number of compliments received increased by 119 from 160 in 13/14 to 279 in 14/15.

Volunteers

	14/15	13/14
Hours provided by Trading Standards volunteers	↓ 657	895
Hours provided by Fire and Rescue volunteers	↓ 7,665	8,147
Total hours provided by volunteers	↓ 8,322	9,042
Standby hours provided by the VIST team*	14,300	5,000 (Q4 only)

We have continued to build upon the success of our Volunteer Scheme which was established with the primary aim of empowering local communities to become more closely involved with delivery of our services. The number of volunteers on the scheme is currently more than 150, including the UK's first Trading Standards volunteers.

Our volunteers undertake a wide range of duties including some high profile initiatives which they deliver for their local districts, such as regular arson and reassurance patrols on horseback and on bicycles. Volunteers also help to deliver Home Fire Safety Visits (HSFV) and support their local Fire and Rescue Service crews with all types of community engagement, including youth and positive action events and are now trained to crew reception centres on behalf of Hertfordshire Resilience in the event of a major incident.

January 2014 saw the launch of a new specialist Volunteer Incident Support Team (VIST), this team is based in St Albans and covers the whole of Hertfordshire. The primary function of the team is to provide support to victims of fires in helping them clear up following a fire in their home.

Individual Performance

Performance management is a continuous process. The Performance Management and Development Scheme (PMDS) cycle begins with the Performance Agreement and the establishment of performance objectives that have measurable outcomes, clear expectations about demonstration of Values and Behaviours, and a personal development plan which is directly linked to this.

A performance agreement is drafted in April, and reviewed at regular one to ones before a formal mid-year review in October. An annual review is then undertaken in March to assess progress for the year, before the process begins again as of April.

Performance Related Increments (PRI) were introduced for Green Book Hertfordshire County Council (HCC) personnel as of April 2012 as part of a review of the Hertfordshire Employment Package. This provides the opportunity to recognise and reward individual performance. As the PMDS review is now linked to pay HCC monitor completion rates for Green Book personnel. Grey Book (operational) Fire and Rescue personnel serve under different terms and conditions and PMDS completion rates for these staff are monitored directly by the Service.

	% of staff with a 2014/15 PMDS	% Staff without PMDS - acceptable reason*	% Staff without PMDS - unacceptable reason	% Staff without PMDS - unaccounted for	% Staff with Annual Review 2013/14
Grey Book Personnel	94.6%	2.4%	3%	0%	100%

Firefighter Training and Competence

	Target	14/15	13/14
% Core training activities completed	↑ 90%	↑ 90.5%	89.6%
% Procedures received, read and understood	↓ 85%	→ 80.9%	80.9%
% Operational staff who have received a formal Breathing Apparatus course from the annual training programme	↓ 100%	74.5%	NA

The safety critical nature of the role of our firefighters demands that we ensure that we provide them with the necessary operational training, equipment and support. Operational staff complete rigorous training and development schedules and managers record whether competency levels are being maintained.

Operational firefighting personnel (Firefighter to Watch Commander) are scheduled to undertake a Breathing Apparatus (BA) Continuous Professional Development (CPD) formal training course each year. By the end of March 2015 74.5% of in-scope personnel had completed a BA CPD course from the 2014/15 annual training programme.

Resilience competencies

The Resilience team have created a matrix mapping HCC employees with resilience responsibilities against the competencies required for those roles. The Directorate measures the percentage of employees who can evidence current resilience competencies through formal training, real incidents or training exercises.

Resilience Competencies	2014/15	Target
* New * Resilience planning and response within HCC	51%	↓ 70%
* New * Multi-agency incident response	19%	↓ 70%
* New * HCC social care response	27%	↓ 70%
Resilience Awareness eLearn	89%	↓ 100%
IMT eLearn	92%	↓ 100%
Logging eLearn	87%	↓ 100%

* Five resilience courses have been replaced by three new courses which were launched in Q1 2014/15.