

## Appendix B - 2014/15 Corporate KPI Framework

Please Note: Figures in red represent April and May until the transfer to North West Fire Control (28th May). Full Q1 figures will be provided in Q2 once the data reports have been verified.

Better year on year

Worse year on year

Reduce the number of emergency calls	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Number of Emergency Calls	Peter O'Reilly	<52712	11,002	8586	<11,002	8586				-
All Fires		12,359	4,780	3194	Monitored only	3194				33.2%
All Special Service Calls		Monitored only	895	907	Monitored only	907				1.3%
All False Alarms		Monitored only	3,139	3076	Monitored only	3076				2.0%
Reduce Deaths and injuries from fires and other emergencies	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Number of Fire Deaths	Peter O'Reilly	Aspire to zero	1	2	Aspire to zero	2				100%
Number of Deaths from road traffic collisions (RTCs)		Aspire to zero	New KPI for 14/15	14	Aspire to zero	14				New
Number of Injuries from Fire		258	52	42	51	42				19.2%
Reduce crime and disorder	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Number of Deliberate Fires	Peter O'Reilly	8,440	3,244	1,922	3,048	1,922				40.8%
Fire Fighter Hostilities		<34	9	4	Monitored only	4				55.6%
Reduce property damage , economic loss and damage to the environment	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Number of Non-Domestic Fires	Peter O'Reilly	681	168	140	165	140				16.7%
Accidental Dwelling Fires		2,024	531	434	516	434				18.3%
Number of Home Safety Checks		60,000	13,621	13,624	15,000	13,624				0%

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Preserve our heritage from fire	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
No. of Fires in Grade 1,1* and 2 listed properties,parks and historic monuments	Peter O'Reilly	Monitored only	New KPI for 14/15		-	Awaiting KPI definition and/or data				New
Ensure the public are highly satisfied with our services	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Overall Satisfaction with our services	Jim Owen	99%	97%	98%	99%	98%				-1.0%
Number of Compliments		Annual >40	1	45	Annual >40	45				4400%
Number of Complaints		Annual <40	16	13	Annual <40	13				18.8%
Support business resilience and economic growth	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
% Contracts Procured in Local Community	Ged Murphy	TBA	New KPI for 14/15		TBA	Awaiting KPI definition and/or data				New
Maintain a high state of preparedness for emergencies, effective emergency cover and a high quality response	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1 <small>Response &amp; Turnout Excludes periods of Industrial Action</small>	Quarter 2	Quarter 3	Quarter 4	% Change
Average Response Time to Emergencies	Paul Argyle	<5 minutes 36 seconds	5 minutes 47 seconds	5 mins 52 secs	<5 minutes 36 seconds	5 mins 52 secs				1.4%
% Fire Appliances crewed and available		TBA	New KPI for 14/15		TBA	Awaiting KPI definition and/or data				New
Rescue people from harm and maintain resilience during peak activity and business disruption	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Number of Rescues (Fires and other Emergencies)	Paul Argyle	Monitored only	N/A	253	Monitored only	253				New

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Continually improve our service providing value for money and a balanced budget	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Cost / Head of Population	Ged Murphy	£37	£38	£37	Annual	£37				New
Planned Efficiency Savings £M		£6.84m	£2.73m	n/a	Annual	Reported annually, quarter one saving on track				New
Recognised for Excellence EFQM Rating	Jim Owen	3 star	3 star	n/a	3 star	3 star				New
Place fire stations at the heart of communities, valued and used by local people, organizations and partners	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Community Use of Facilities - Total bookings	Peter O'Reilly	Monitored only	New KPI for 14/15	342	Monitored only	342				New
DL17 - Provide improved quality of life outcomes for communities	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Princes Trust - % pass rate	Peter O'Reilly	TBA	New KPI for 14/15		TBA	Awaiting KPI definition and/or data				New
Volunteers adding further value to our service	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Hours Donated By Volunteers	Peter O'Reilly	28000	8549	8952	7000	8952				4.7%
Maintain a high performing, engaged and healthy workforce led by credible and authentic leaders	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
PPR Completion Rate	Alyson Hall	Monitor for 2014/15	New KPI for 14/15		Monitor for 2014/15	Reported 6 monthly				New
Fire Fighter Fitness (Acceptable to Excellent)		>99%	New KPI for 14/15		>99%	Awaiting KPI definition and/or data				New
Absence levels (%)		<3%	2.65%	2.32%	<3%	2.32%				12.5%
Number of Staff in Discipline (Stage 3)		Monitor for 2014/15	New KPI for 14/15		Monitor for 2014/15	Awaiting KPI definition and/or data				New

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Reduce our carbon footprint, use of natural resources and deliver our services in a sustainable way	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
% Reduction in our Carbon Footprint	Ged Murphy	5,938,262	Awaiting KPI definition and/or data							New
Maintain a safe workplace with low rates of accidents and injuries for our people	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Number of Lost time accidents	Peter O'Reilly	TBA	7	5	TBA	5				28.6%
Provide for better community outcomes through equitable service delivery by a workforce that is representative of our collective diversity	OWNER	FULL YEAR TARGET	Previous Year to Date	Current Year to date	Target Year to Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	% Change
Workforce ratio (Male:Female)	Alyson Hall	Monitored only	New KPI for 14/15	4.7:1	Monitored only	4.7:1				New
% of Workforce; Black and minority ethnic groups (BME)		Monitored only	New KPI for 14/15	2.78%	Monitored only	2.78%				New

Id.	Measure name	Explanation
Corp 1.1	Number of Emergency Calls	The number of emergency 999 calls received by the Service
Corp 1.2	All Fires	The number of incidents recorded as a fire in the Service's incident recording system (IRS). Included both primary and secondary fires.
Corp 1.3	All Special Service Calls	The number of incidents recorded as a Special Service Call in the Service's incident recording system (IRS)
Corp 1.4	All False Alarms	The number of incidents recorded as a False Alarm in the Services incident recording system (IRS). Where the FRS attends a location believing there to be a fire incident, but on arrival discovers that no such incident exists, or existed.
LT1.4.1	Malicious Calls/Malicious False Alarms	
LT1.4.2	FADA (Automatic Detection)	False alarms caused by automatic fire detection in non-domestic properties.
LT1.4.3	FADA % Challenged	False alarms caused by automatic fire detection apparatus challenged by Control.
LT1.4.4	False Alarm Good Intent	These are calls made in good faith in the belief that there really was an incident.
Corp 2.1	Number of Fire Deaths	The number of fatalities due to Primary Fires. This indicator includes all incidents where the Coroner has recorded fire as the cause of death.
Corp 2.2	Number of Deaths from road traffic collisions (RTCs)	The number of fatalities from RTCs. (Shared measure with Casualty Reduction Partnership)
Corp 2.3	Number of Injuries from Fire	The number of non-fatal casualties occurring as a result of Primary Fires.
LT2.3.1	Number of Major Injuries	Victim went to hospital, injuries appear to be Serious
LT2.3.2	Number of Minor Injuries	Victim went to hospital, injuries appear to be Slight
Corp 3.1	Number of Deliberate Fires	All Primary and Secondary fires recorded as deliberate.
LT3.1.1	Deliberate Primary Fires	Any fire started intentionally involving property (including non-derelict vehicles) and/or casualties and/or involves 5 or more fire appliances.
LT3.1.2	Deliberate Secondary Fires	Any fire started intentionally confined to non-property locations such as derelict buildings, single trees, refuse containers, abandoned vehicles etc.
LT3.1.3	% Emergency calls that are malicious	The percentage of emergency 999 calls received by the Service that are Malicious.
LT3.2.4	% Malicious Calls Challenged by Control	The percentage of Malicious and / or Hoax calls made to the FRS when the Fire Control operator has decided the RS will not attend the incident as a result of a process of challenging the call / caller.
Corp 4.1	Number of Non-Domestic Fires	The number of fires in Non-Domestic properties.
LT4.1.1	Number of Audits and Inspections per officer	Risk based audit and inspection programme that targets higher risk premises - volume per officer completed
LT4.1.4	Number of Prosecutions	Number of Prosecutions Served following an audit/inspection
Corp 4.2	Accidental Dwelling Fires	Caused by accident or carelessness, not thought to be deliberate.
LT4.2.1	% Accidental Fires Confined to room of origin	The percentage of accidental fires in dwellings which are confined to the room in which they started.
LT4.2.2	% Accidental dwelling fires with a working smoke alarm	The percentage of accidental dwelling fires with a working smoke alarm.
LT4.2.3	Value of Property Saved from Fires	To be defined
Corp 4.3	Number of Home Safety Checks	Number of completed home safety checks comprising of: (1) Identifying and advising of the potential fire risks within the home; (2) Advising householder what to do in order to reduce or prevent these risks; and (3) Putting together an escape plan in case a fire does break out and ensuring the householder has working smoke alarms. The HSC can include installing a smoke alarm(s) or other intervention equipment where appropriate.
Corp 5.1	No. of Fires in Grade 1,1* and 2 listed properties,parks and historic monuments	Number of fires in Grade I and II* listed properties, parks and historic monuments as described by English Heritage
Corp 6.1	Overall Satisfaction with our services	The overall measure of satisfaction from recipients of our service including HSC, Fire Safety Audit, Response at Non Domestic Incidents and Response at Domestic Incidents
LT6.1.1	% Satisfaction with HSC	The overall measure of satisfaction from recipients of our HSC service
LT6.1.2	% Satisfaction with Fire Safety Audit	The overall measure of satisfaction from recipients of our service Fire Safety Audit
LT6.1.3	% Satisfaction for Response at Non-Domestic Incidents	The overall measure of satisfaction from recipients of our service following Non Domestic Incidents
LT6.1.4	% Satisfaction for Response at Domestic Incidents	The overall measure of satisfaction from recipients of our service following Response at Domestic Incidents
LT6.2.1	WOW awards received	The number of WOW award nominations received.
LT6.2.2	Letters received	The number of unprompted letters expressing praise or compliment from members of the public or external organisations.
LT6.2.3	Social Media - Twitter/Facebook compliments	The number of compliments received via Twitter and Facebook
Corp 6.3	Number of Complaints	A complaint is a piece of adverse feedback made informally or formally from a person or organization external to GMFRS relating to either the performance/behaviours of our employees, volunteers when representing GMFRS during the course of their duties.
LT6.3.1	% of Complaints within 20 working days	The percentage of complaints both written and verbal dealt with within 20 working days. The number of complaints dealt with within 20 working days/number of complaints dealt with.
Corp 7.1	% Contracts Procured in Local Community	The % contracts procured within the GMFRS boundaries
LT7.1.1	% of Low Value Transactions	To be defined
LT7.1.2	% Invoices Paid in 30 days	To be defined
Corp 8.1	Average Response Time to Emergencies	The average time taken for the 1st appliance to arrive at emergencies.
LT 8.1.1	Call Processing Time % within 7 seconds	% of 999 emergency calls answered within 7 seconds.
LT 8.1.2	Turnout - Wholetime	The average time from when the call is received to when the appliance books 'mobile to incident' for wholetime turnout
LT 8.1.3	Turnout - Wholetime	% of times 60 seconds achieved for wholetime turnout, i.e. the time from when the call is received to when the appliance books 'mobile incident'.
LT 8.1.4	Turnout - Non SDS	The average time from when the call is received to when the appliance books 'mobile to incident' for non-SDS turnout
LT 8.1.5	Turnout - Non SDS	% of times 60 seconds achieved for non-SDS turnout, i.e. the time from when the call is received to when the appliance books 'mobile incident'.
LT 8.1.6	Response Time Category 1	The time taken to travel from when the appliance books 'mobile incident' to when the first appliance arrives at the incident, with that time dependent on the risk profile of the ward in which the incident occurs.
LT 8.1.7	Response Time Category 2	The time taken to travel from when the appliance books 'mobile incident' to when the first appliance arrives at the incident, with that time dependent on the risk profile of the ward in which the incident occurs.
LT 8.1.8	Response Time Category 3	The time taken to travel from when the appliance books 'mobile incident' to when the first appliance arrives at the incident, with that time dependent on the risk profile of the ward in which the incident occurs.
LT 8.1.9	Response Time Category 4	The time taken to travel from when the appliance books 'mobile incident' to when the first appliance arrives at the incident, with that time dependent on the risk profile of the ward in which the incident occurs.
Corp 8.2	% Fire Appliances crewed and available	The time taken to travel from when the appliance books 'mobile incident' to when the first appliance arrives at the incident, with that time dependent on the risk profile of the ward in which the incident occurs.
LT8.2.1	Mechanical Availability of Operational Fleet	% response availability for fleet and stations
LT8.2.2	% of CAT1 'critical' jobs completed within 24 hours	The % of Red Fleet available for service
Corp 9.1	Number of Rescues (Fires and other Emergencies)	The number of people rescued from fires and other types of emergency. A rescue is defined as a person who has received physical assistance to get clear of the area involved in the incident.
LT9.1.1	Rescues from fire	The number of people rescued from fires and other types of emergency. A rescue is defined as a person who has received physical assistance to get clear of the area involved in the incident.
LT9.1.2	Rescues from other emergencies	The number of people rescued from other types of emergency. A rescue is defined as a person who has received physical assistance to get clear of the area involved in the incident.
LT9.1.3	Value of Life Rescues EM	To be defined
LT9.1.4	Number of Escapes unassisted from Accidental Dwelling Fires	The number of people in accidental dwelling fires who escaped uninjured without FRS assistance.
Corp 10.1	Cost / Head of Population	E received as reported by CIPRA divided by the population of GMFRS as determined in the latest census data
Corp 10.2	Planned Efficiency Savings EM	Delivery of actual cash savings against planned budgeted reduction in savings.
Corp 10.3	Recognised for Excellence EFQM Rating	To achieve recognised for Excellence rating as externally assessed by the British Quality Foundation Standards
Corp 11.1	Community Use of Facilities - Total bookings	The number of unique bookings by external organizations using our stations community rooms and/or engine houses or other on site facilities for community based non-commercial organizations.
Corp 12.1	Princes Trust - % pass rate	The number of individuals successfully completing the Princes Trust programme requirements as a % of those enrolled upon the course.
LT12.1.1	Princes Trust - positive outcomes	To be developed during 2014/15
LT12.1.2	Social Return on Investment	To be developed during 2014/15
Corp 13.1	Hours Donated by Volunteers	The total hours donated by a volunteer in a month.
LT13.1.1	Number of Volunteers	Average Number of Hours donated per Volunteer
LT13.1.2	Active Hours per Volunteer	The number of hours donated by a volunteer within a month
Corp 14.1	PPR Completion Rate	The % of individuals who have had an annual PPR discussion, documented and uploaded onto Ttrent.
LT14.1.1	Uniform Staff Completion Rate	The percentage of individuals operating at uniform grade, who have a formal, documented and uploaded PPR within a given financial year

LT14.1.2	Non Uniform Staff Completion Rate	The percentage of individuals operating at non uniform grade, who have a formal, documented and uploaded PPR within a given financial year
LT14.1.3	% of Workforce being rated effective to exceptional in their performance	To be defined
LT14.1.4	% of Workforce being rated effective to exceptional in their competencies	To be defined
LT14.1.5	% of Workforce living our values (Effective to Exceptional Performers)	To be defined
LT14.1.6	Starters	Number of new employees joining the organization in a calendar month
LT14.1.7	Movers	The number of staff movements within the organization within a calendar month
LT14.1.8	Leavers	The number of individuals leaving the organization within a calendar month
Corp 14.2	Fire Fighter Fitness (Acceptable to Excellent)	% of Fire-fighters rated Acceptable to Excellent as determined by the ***** Test
Corp 14.3	Absence levels (%)	The % of employees that are absent from work due to medical or physical incapacity as a proportion of the available contractual work hours.
LT14.3.1	Uniformed staff	The % of time lost due to sickness as a proportion of time available for all uniformed staff.
LT14.3.2	Non uniformed staff	The % of time lost due to sickness as a proportion of time available for all Non-Uniformed staff.
Corp 14.4	Number of Staff in Discipline and Capability (Stage 3)	The number of individuals at stage 3 of the process for discipline and capability as defined by the Policy.
Corp 17.1	% Reduction in our Carbon Footprint	% reduction in kilograms of CO2
LT17.1.1	Electricity usage (Kwh)	Total monthly KWh consumption of electricity within buildings across GMFRS estate (KWh).
LT17.1.2	Gas usage - weather corrected (KWh)	Total monthly KWh consumption of natural gas within buildings across GMFRS estate (KWh) adjusted to compensate for external temperature (degree days).
LT17.1.3	Fuel usage	Total monthly diesel purchased through fuel card system for consumption in GMFRS owned vehicle fleet. (litres)
LT17.1.4	Volume of waste generated(Tonnes)	Total quarterly tonnes of waste collected by waste contractor from GMFRS sites.
LT17.1.5	Volume of water recycled from incidents	To be defined
Corp 18.1	Number of Lost time accidents	The number of workplace accidents that result in time lost due to incapability of attending contractual hours and duties.
LT18.1.1	Accident Severity (days lost per accident)	Working days lost per accident
LT18.1.4	Number of Near Misses	The number of unplanned events/incidents that occurred but that did not result in injury, illness, or damage – but had the potential to do so
LT18.1.5	Our Vehicles involved in RTA - (RTA/1000 miles)	The ratio of accidents involving an official vehicle reported as a total of miles travelled in a given month
Corp 19.1	Workforce ratio (Male:Female)	The ratio of male employees to female employees.
LT 19.1.1	Non Operational	The number of female and male staff employed in an non-operational role expressed as a ratio
LT 19.1.2	Operational	The number of female and male staff employed in an operational role expressed as a ratio
LT 19.1.3	Volunteer	The number of female and male volunteers role expressed as a ratio
Corp 19.2	% of Workforce BME	% of individuals of BME employed
LT19.2.1	Non Operational	The number of individuals of BME employed in an non-operational role expressed as a % of all non-operational employees
LT19.2.2	Operational	The number of individuals of BME employed in an operational role expressed as a % of all operational employees
LT19.2.3	Volunteer	The number of individuals of BME volunteers expressed as a % of all volunteers