

## **Appendix A**



# **Annual Performance Report**

**April 2018 to March 2019**

**Hampshire Fire and Rescue Authority**

**June 2019**

**Version 5**

## Performance Report

Version	Reviewed by	Date
0.1	Data, table and graphs by Justine Gray	02/04/2019
0.1	Data Tables checked by Sharn Rai	02/04/2019
0.1	Checked through by Dawn, changes need	
0.4	Jemma Green updated figures	24/04/2019

## Approval Stage

Version	Approved by	Approval / Decline	Date
V1	Dawn Capp	Discussion and Review (declined)	08/04/2019
V2	Sam Fairman	Discussion and Review	10/04/2019
V3	Sam Fairman	Review	12/04/2019
V4	Sam Fairman	Updated	26/04/2019
V5	Shantha Dickinson	Changes made prior to submission	01/05/2019

## Related Documents

Document
Data sourced from Incident Reporting Services (IRS) (24 <sup>th</sup> April 2019), previous year data 2017/18 was sourced from the data library which was extracted from IRS (28.03.2019). The other data needed for the report was extracted from various systems by Daniel Walsh.

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## **Introduction**

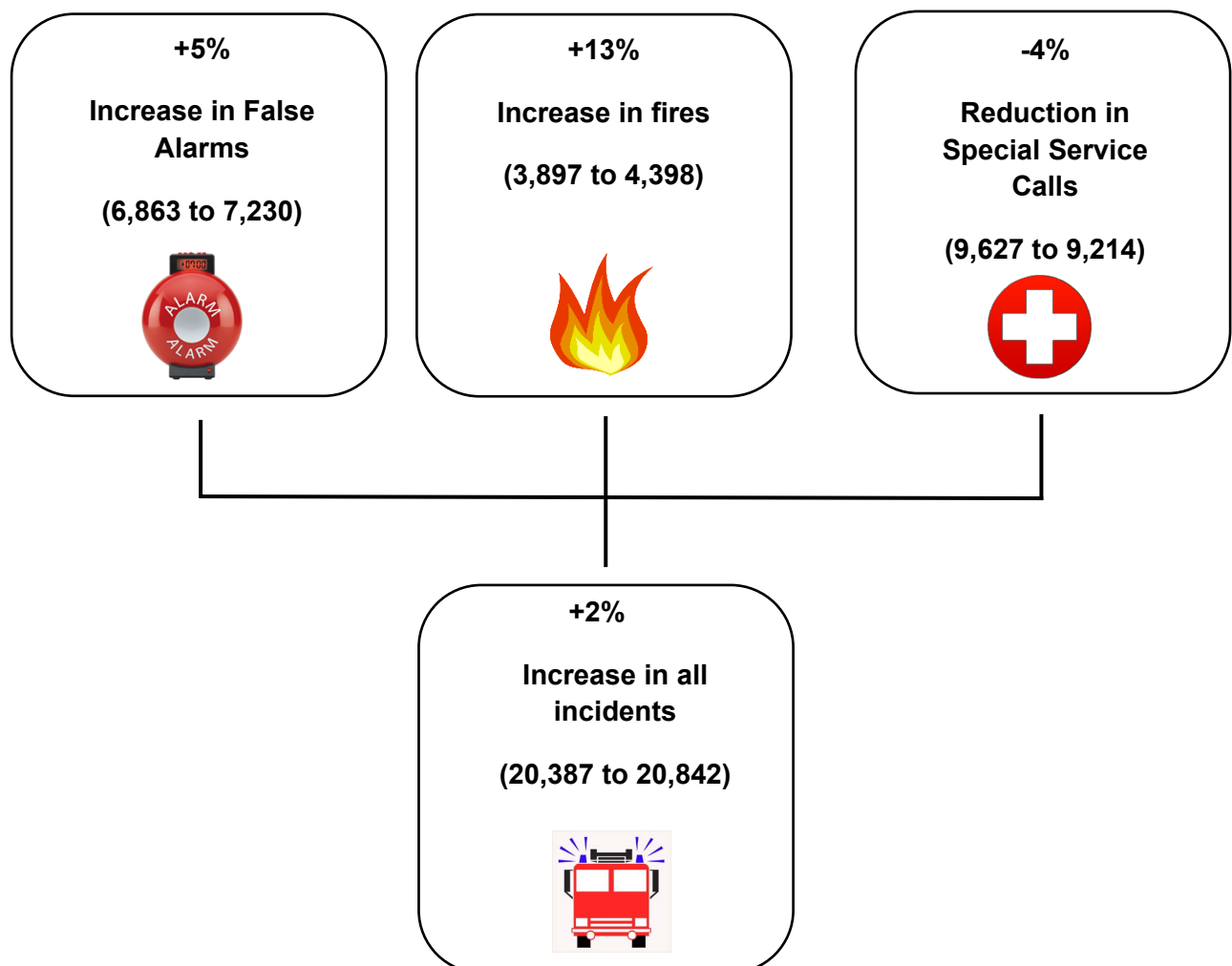
This is Hampshire Fire and Rescue Service's Annual Performance Report for the period April 2018 to March 2019. The report states how the Service has delivered its core purpose of 'making life safer' against the core measures using the previous year of April 2017 – March 2018 for comparison.

Performance is tracked and monitored using agreed measures. The graphics contained within the report show how Hampshire Fire and Rescue Service has performed against its key targets over the past 12 months compared to the previous year. These measures help HFRS focus our change activity across all our Service Plan Priority areas.

## Annual Incident Summary: April 2018 – March 2019

Every year the Service attends calls to a range of incidents which are all recorded in the IRS (Incident Recording System<sup>1</sup>), which is used by all English Fire and Rescue Services. IRS Data is used by the Service and provided to the Home Office for further analysis and Home Office publication of statistics. IRS categorises each incident as either: 'Fire', 'False Alarm' or 'Special Service Call'. The graphics below provides a breakdown of all incidents over the last 12 months.

*The data in this report is provisional data only, the actual data will not be available until end of May 2019.*



<sup>1</sup> With the exception of Co-Responding Calls which are mobilised and recorded separately.

## Annual Incident Summary Comparison

Incident type	Last Year	This Year	Variance
<b>Fires</b>	<b>3,897</b>	<b>4,398</b>	<b>501</b>
<b>Primary fires</b>	<b>2,017</b>	<b>2,064</b>	<b>47</b>
<b>Primary building fires</b>	<b>1,231</b>	<b>1,164</b>	<b>-67</b>
<b>Primary Dwelling fires</b>	<b>864</b>	<b>797</b>	<b>-67</b>
Accidental dwelling fires	797	725	-72
Deliberate dwelling fires	67	72	5
<b>Primary Other building fires</b>	<b>367</b>	<b>367</b>	<b>0</b>
<b>Primary vehicle fires</b>	<b>570</b>	<b>590</b>	<b>20</b>
Accidental vehicle fires	373	375	-2
Deliberate vehicle fires	197	215	18
<b>Other primary fires</b>	<b>216</b>	<b>310</b>	<b>94</b>
<b>Secondary fires</b>	<b>1,728</b>	<b>2,209</b>	<b>481</b>
Accidental secondary fires	812	1,160	348
Deliberate secondary fires	916	1,049	133
<b>Chimney fires</b>	<b>152</b>	<b>125</b>	<b>-27</b>
<b>False alarms</b>	<b>6,863</b>	<b>7,230</b>	<b>367</b>
Malicious false alarms	311	282	-29
False alarms with good intent	2,268	2,543	275
False alarms due to apparatus	4,284	4,405	121
Dwellings	2,001	2,052	51
Other buildings	2,272	2,340	68
<b>Special service calls</b>	<b>9,627</b>	<b>9,214</b>	<b>-413</b>
Co-responder calls	5,907	5,221	-686
Road traffic collisions	825	850	25
Other special service calls	2,895	3,143	248
<b>Total</b>	<b>20,387</b>	<b>20,842</b>	<b>455</b>

## Commentary

**The total number of incidents has increased by 2% compared to the previous year, with an increase in the number of fires and false alarms.**

The increase in fires was due to an increase in grass fires in open ground, which increased by 52% compared to the previous year. An assessment has identified that this was due to the prolonged high temperatures of summer 2018<sup>2</sup> is assessed to have driven this increase and this was reflected by other Fire and Rescue Services in England.

The 5% increase in false alarms is attributable to false alarms made with good intent where callers alert the emergency services in response to witnessing smoke or other signs of fire. These often turn out to be bonfires, BBQs and other controlled burning, again these types of

<sup>2</sup> July being the second warmest on record since 1910

calls are also known to increase during prolonged months of high temperatures, as was experienced in summer 2018.

The annual reduction in special service calls is specifically attributed to a 12% decrease in co-responder calls determined by policy changes in South Central Ambulance Service mobilisation and use of Community Responders (non-emergency services).

## Core Measures

HFRS core measures are made up of the Service-wide impacts, our response standard to critical incidents and our staff well-being. HFRS performance is good at keeping the public safe and secure from fire and other risks as shown in the graphics below. Further details on operational performance can be found in the HMICFRS inspection report.

**GREEN** Performing well  
**AMBER** Performing within a tolerance  
**RED** Requires attention  
**BLUE** Not rated

### Fire related fatalities

April 18 – March 2019: 6

April 17 – March 2018: 8

Variance: -25%



### Fire casualties

April 18 – March 19: 67

April 17 – March 18: 73

Variance: -8%



### People killed in road traffic collisions (HFRS)

April 18 – March 19: 14

April 17 – March 19: 22

Variance: -36%



### People seriously injured in road traffic collisions (HFRS)

April 18 – March 19: 349

April 17 – March 18: 388

Variance: -10%



### Primary Fires

April 18 – March 19: 2,064

April 17 – March 18: 2,017

Variance: 2%



### Critical response (8/80)

April 18 – March 19: 64.7%

April 17 – March 18: 64.9%

Variance: -0.2%



### Shifts loss to sickness per shift possible

April 18 – Match 19: 3.96%

April 17 – March 18: 3.60%

Variance: 0.36%



### Finance:

April 18 – March 19: £64,445,000

Budget: £67,063,000

Variance: 4%





## Fire Fatalities and Casualties (April 2018 to March 2019)

### Fire related fatalities

April 18 – March 2019: 6

April 17 – March 2018: 8

Variance: -25%



### Fire casualties

April 18 – March 19: 67

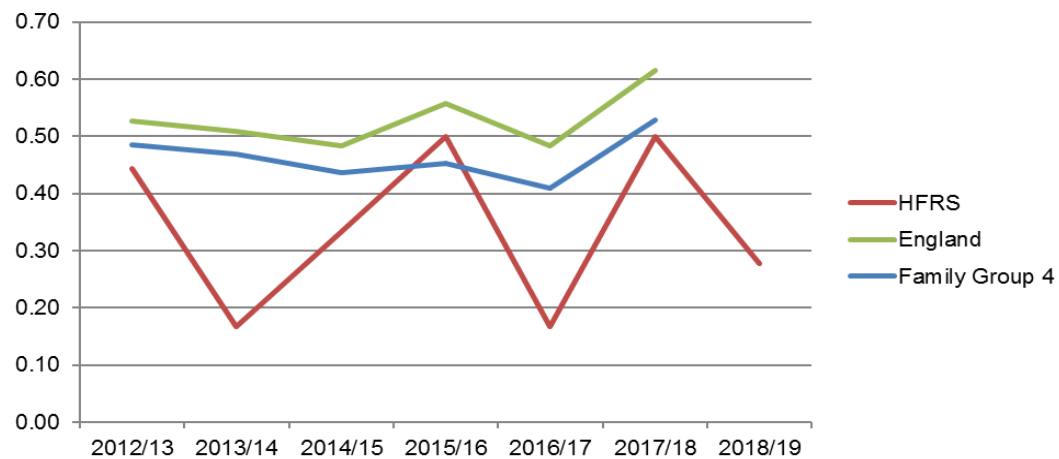
April 17 – March 18: 73

Variance: -8%

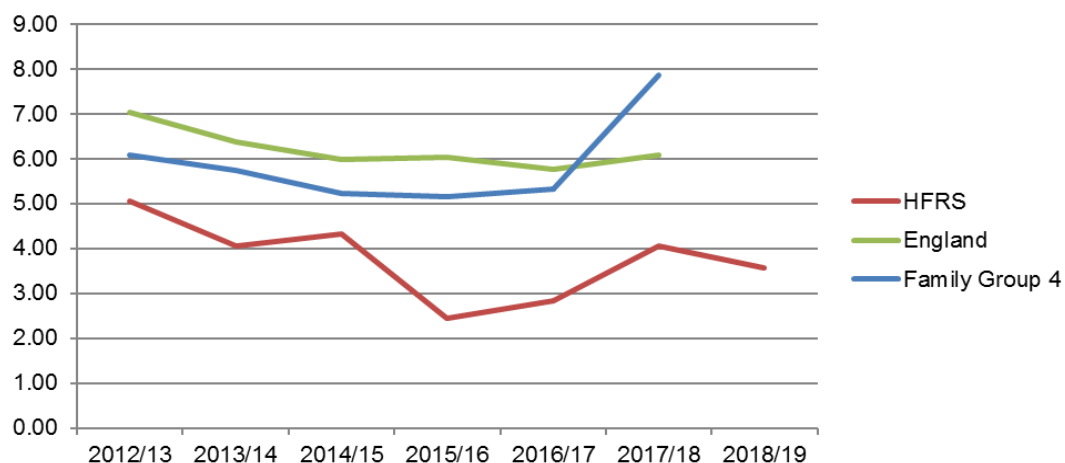


*Figures for England and Family Group 4 will not be available to later in 2019*

### Fire related fatalities by year per 100,000 population



### Fire casualties (excluding precautionary checks and first aid) by year per 100,000 population



## Performance Commentary

**The HFRS trend for fire related fatalities and casualties over the previous nine years demonstrates an overall reduction.**

This year there were 6 fire related fatalities, which is a decrease by 6 compared to last year. Our efforts to prevent fire related fatalities in its entirety focussed on a broader prevention offering that includes advice to all members of the public and specifically groups or individuals that because of their situation are considered at greater risk.

Over half of all fire casualties that occurred in dwellings were recorded as accidental. The source of ignition on most of these fires were due to cooking with many casualties admitted to hospital with minor injuries. There were 64 non-fatal casualties requiring hospital treatment this year; a 29% decrease over the last 9 years.

The national average for fire casualties for Fire and Rescue Services' for last year was 6, compared against our family group<sup>3</sup> totalling 8. HFRS is out performing both these trends with 4 fire casualties per 100,000 in the same 12-month reporting period.

### **What are we doing to reduce Fire Fatalities and Casualties?**

**Broader prevention offering** targeting the most vulnerable people in our community, particularly groups most likely to be at risk of dying in a fire incident using both local and national data sets. Our data shows us that those most at risk are the elderly, young single people and those living in social housing.

**Safe and Well** visits delivered to those most at risk in their home to identify risks and offer up practical solutions such as fitting of new smoke alarms, fire retardant bedding and/or referring the individual to other services for further support and professional assessments.

**Safe and Sound** is our online home fire safety checker, accessible to all county wise with access to the internet. We understand it's not realistic for HFRS crews to be able to visit every Hampshire household so Safe and Sound acts as our filter and allows all those who qualify and score red to refer themselves for a Safe and Well home fire safety visit.

**Post Incident** we implement an incident protocol for Fire Fatalities to ensure that any learning points are identified and shared with partner agencies these inform new activities that are being developed.

**Response crews** are used to support post incident, local, and national campaigns. The central Community Safety support team identify trends and produce campaigns, resources, and literature, this is then passed to local teams to deliver.

HFRS use **social media and our website** to engage with our communities and those that are hard to reach. These help to raise awareness and promote community safety aimed at reducing fires and enable the public to sign-up for an email subscription service that gives alerts about incidents, news, community safety and other relevant topics.

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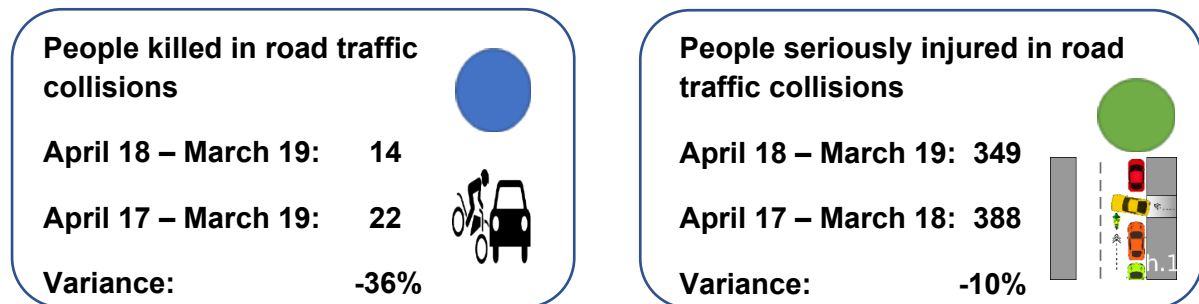
<sup>3</sup> Family Group 4 – other Services in England considered most 'like' HFRS and therefore used for benchmarking and comparison purposes.

Our Community Safety team has created a campaign with partners to reduce the number of cooking fires, identified from MOSAIC data as the top three groups at risk as being, elderly people, young single people living alone and those in social housing. A partnership working group we will create a resource for each audience which our partners will deliver to create maximum impact.

**Fire Engineering and Building Consultation (FECT) and inspection** underpin our integrated approach to risk management by prioritising the inspections carried out by Community Safety staff. The Fire Authority has developed and publicised position statements on the sprinkler fitting and recently the requirements to consult with the fire service when building new premises or carrying out alterations to old.

Working with **Children and Young People (CYP)** we deliver fire, roads and water safety messages to Key Stages 1 and 2 using our dedicated schools' vehicles and our **Safe & Well** home safety truck which children identify the hazards around the home as well as our arson awareness truck showing children the before and after effect of a fire.

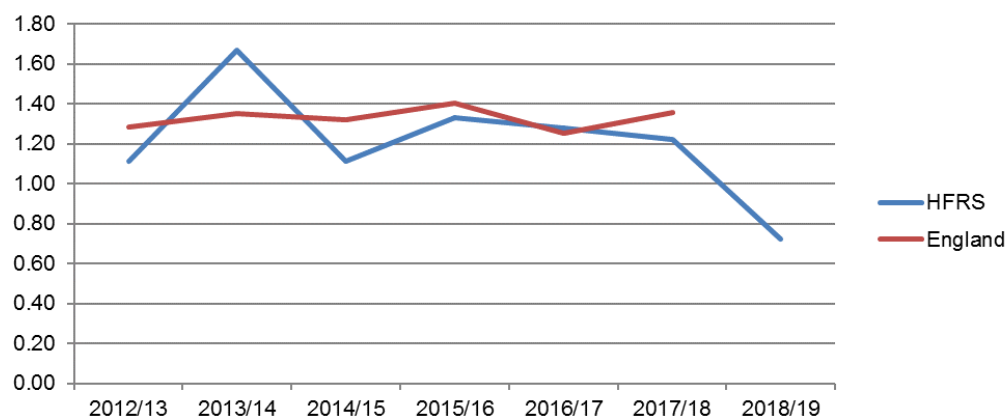
## People Killed and Seriously injured in road traffic collisions attended by HFRS



*Figures for England are not released until later in 2019.*

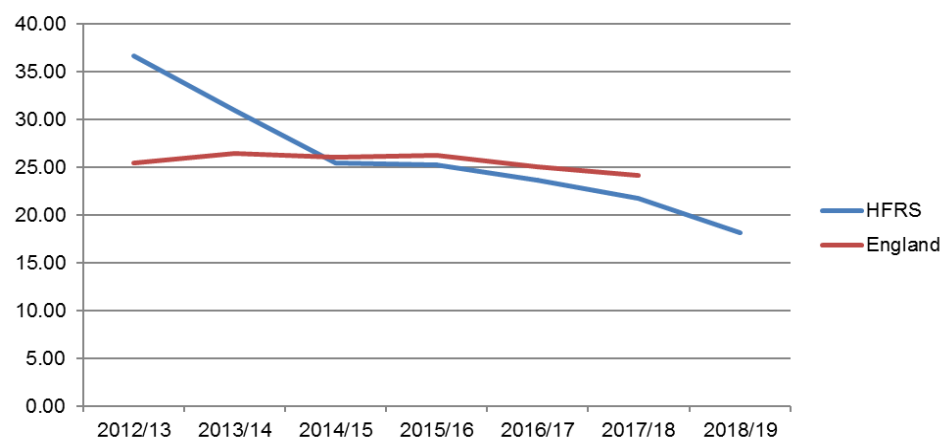
## People killed in Road Traffic Collisions attended by HFRS and Other Fire Services

People killed in road traffic collisions by year per 100,000 population



## People seriously injured in Road Traffic Collisions attended by HFRS and Other Services in England

People seriously injured in road traffic collisions by year per 100,000 population



## People Killed and Seriously injured in road traffic collisions attended by Police

### People killed in road traffic collisions

Jan 18 – Dec 19: 58

Jan 17 – Dec 19: 42

Variance: +38%



### People seriously injured in road traffic collisions

Jan 18 – Dec 18: 971

Jan 17 – Dec 18: 970

Variance: + 0.1%

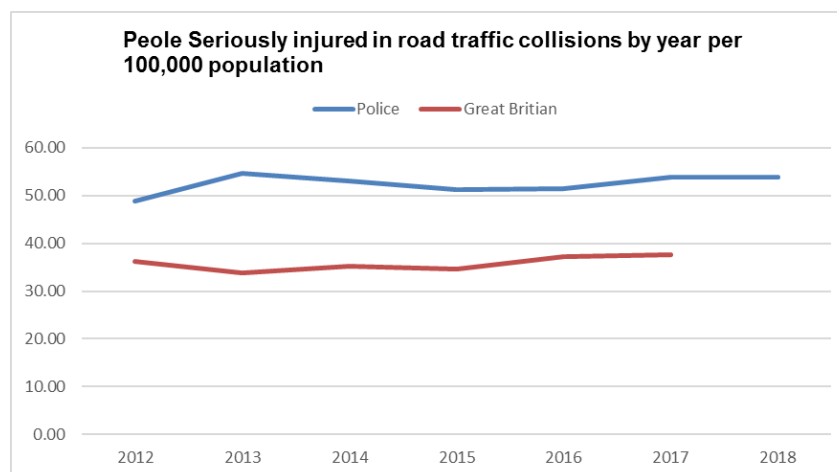


*The Reported Road Casualties Great Britain data for 2018 won't be published by Department of Transport until later in 2019.*

## People Killed in Road Traffic Collisions attended by Hampshire Police



## People Seriously Injured in Road Traffic Collisions attended by Hampshire Police



## **Commentary**

**Police will attend all RTCs, whereas, HFRS typically attend for the specific purpose of scene safety and extrication (rescue) of people or animals.**

### **RTC with police attendance**

People killed in RTCs attended by the police<sup>4</sup> increased by 16 this year (58 fatalities) compared to last year (42 fatalities).

### **RTC with HFRS attendance**

Most incidents that HFRS attends are on C class<sup>5</sup> roads. For incidents attended by HFRS, RTC fatalities this year reduced by 36% (8 fatalities). The number of casualties decreased by 37 in April 2018 to March 2019 compared to last year.

RTCs are evenly spread through the months. Three of HFRS seven geographical groups have seen a decrease in RTCs over the period. Eastleigh, Fareham & Gosport Group have seen the greatest increase with 11 additional incidents.

### **How are we influencing an overall reduction in RTCs?**

Whilst the national trend is an overall reduction in RTC fatalities (39% decrease for 2018 from 2007), the solution to increasing road safety is complex, determined by factors such as the distance people travel, choice of transport, to driver, rider and pedestrian behaviour. HFRS are working with partners across Hampshire, looking at differences between our local authority areas and public perception of road safety to address safety, as well as being a lead member of the Hampshire Road Safety Partnership.

Through our community safety function, we focus on promoting central safety themes of the 'Fatal Four' (Speed – Seatbelts – Distractions – Drink/Drug Impairment) and integrating our messaging practically into Group Delivery Plans. This is also woven into seasonal campaigns focussing on at risk groups at given times, such as college students, or festival goers.

The HFRS school's education team deliver road safety at key stage 1 and 2. They target messaging based on fire and road safety statistics from the road safety partnership and categorise schools by risk.

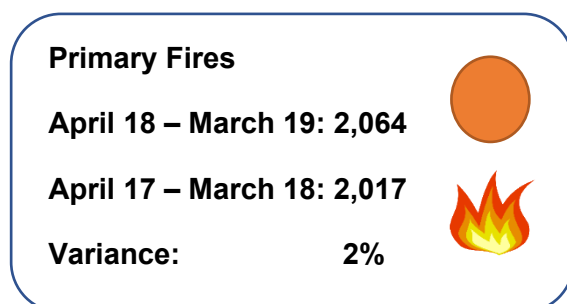
Project Pictogram is a nationally recognised campaign to advertise the "fatal four" through nudge messaging by applying branding to fleet vehicles. This is available through the HFRS website and users may download artwork free of charge.

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<sup>4</sup> Police data includes RTCs, pedestrians, cyclist, motorbikes, vehicles etc. The formatting does not allow us to analyse the road, age, gender, etc.

<sup>5</sup> **C roads** (classified unnumbered) These are generally smaller roads intended to connect unclassified roads with A and B roads, and often linking a housing estate or a village to the rest of the network. A C Road performs a more important function than an unclassified road.

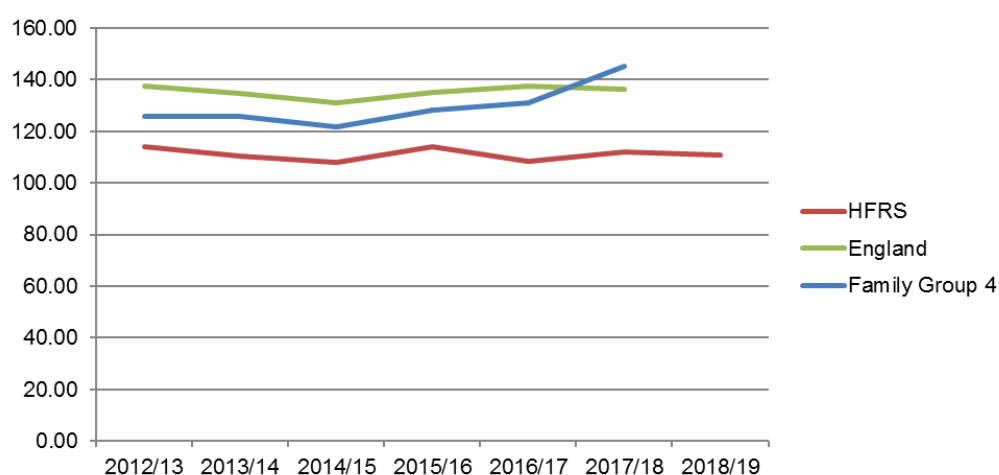
## Primary Fire Incidents



## Comparison of Primary Fires

*At the time of writing this report the figures for England and Family Group 4 were not available.*

Primary Fires by year per 100,000 population



## Commentary

Primary fires have increased in this period by 2% due to an increase in the categories of primary grass fires where there was an increase of 73 incidents in 2018/19. In addition, secondary refuse and grass fires have also seen an increase in incidents during April 2018 to March 2019 compared to the previous year. Grass fires can generally be correlated to the weather, for example, July had high levels of sunshine and the greatest number of grass fires.

Accidental primary fires have seen a decrease of 60 incidents compared to the same period in 2017/18. Deliberate primary fires have increased by 38 incidents in April 2018 to March 2019 compared to the previous year.

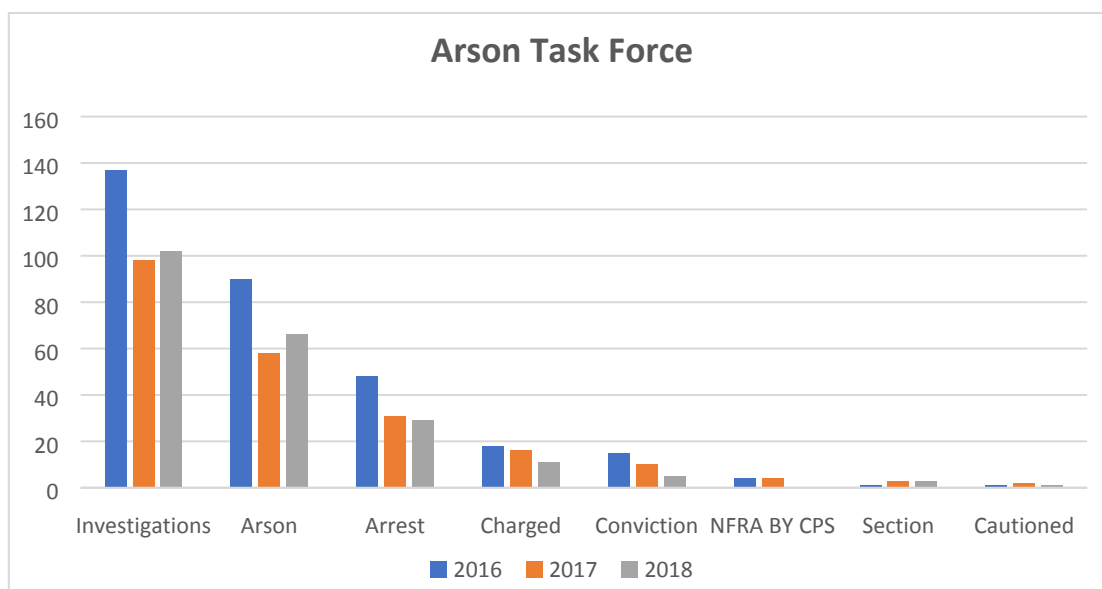
## What are we doing to reduce primary fires occurring?

Much of our prevention work is the same activity that takes place to prevent fire fatalities and casualties as detailed earlier in this report.

## Arson Task Force (ATF)

A deliberate fire is deemed to be Arson when the Police prove, beyond a reasonable doubt, that it was a deliberate act by the human involved and not an accidental act.

### Arson Task Force Results



### Fire Investigations

The ATF investigates a broad range of incidents, beyond crime related such as investigations of white good fires such as tumble dryers.

The relationship between the number of arsons, numbers arrested, charged and convicted is complex. As a Fire and Rescue Service we support Hampshire Police in the detection and reduction in crime, reflected in the number of investigations and arson we conduct. However, the burden of proof that leads to charging is high for the police and CPS which is reflected in the lower figures' charges.

In general, there is no investigation at a forensic level by either the police or HFRS for grass fires. Any increases over a period of extreme hot weather is due to numerous factors. These include drying out of vegetation, sun light being refracted and reflected by glass and metal, careless disposal of an ignition source and of course this coincides with a time when schools on holidays.

The figures above are not yet complete for 2017/2018 in relation to those charged and convicted as there are several cases still waiting court or under investigation.

### How are we reducing deliberate fires in Hampshire?

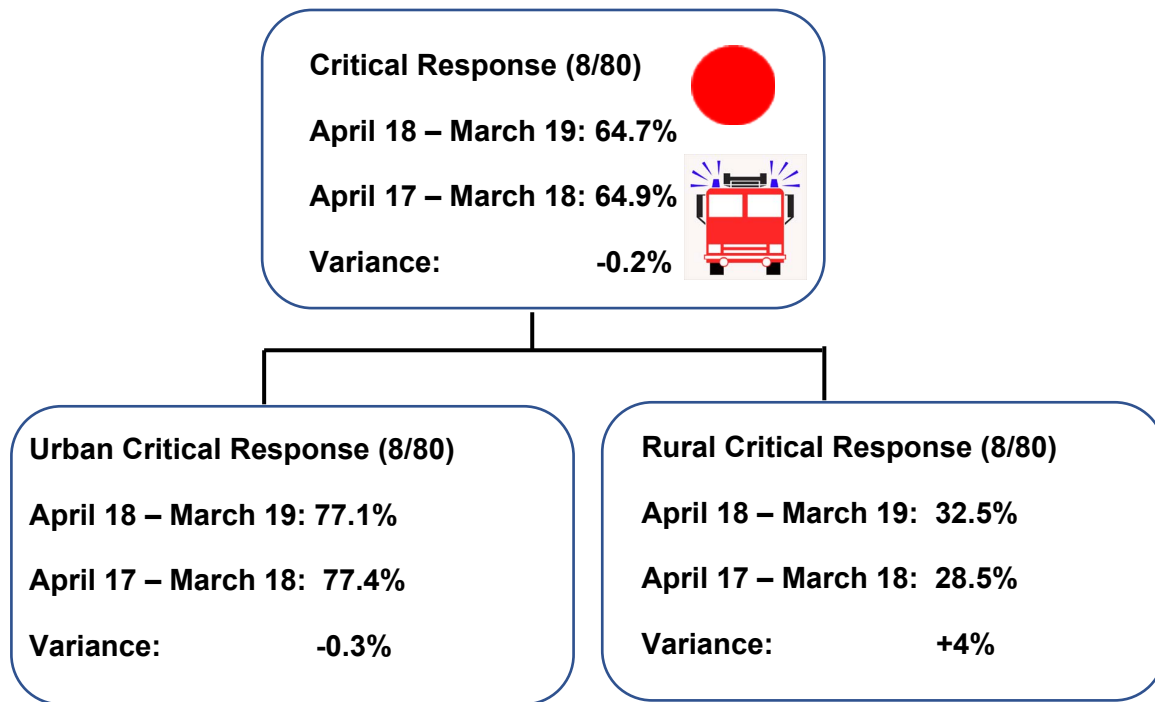
HFRS is leading the NFCC in accreditation for ISO17020. We are part of the pilot and once complete, will be the first FRS to be accredited to this standard. This has been put in place by the Forensic Science Regulator and mirrors the standards imposed on the police for work in the criminal justice system.



Our Arson Reduction Team work with colleagues from Hampshire Police to help secure convictions. We also look to support offenders through our Adult and Young Person's Fire Setters programme to prevent re-offending. The team and fire dogs are engaged in community safety activities targeting groups such as Princess Trust, National Citizen Service, WI as well as local businesses and schools.

The adult fire setter programme has been subject to several evaluations by University of Portsmouth academics to provide an evidence base that the programme is effective.

## Critical Response Time

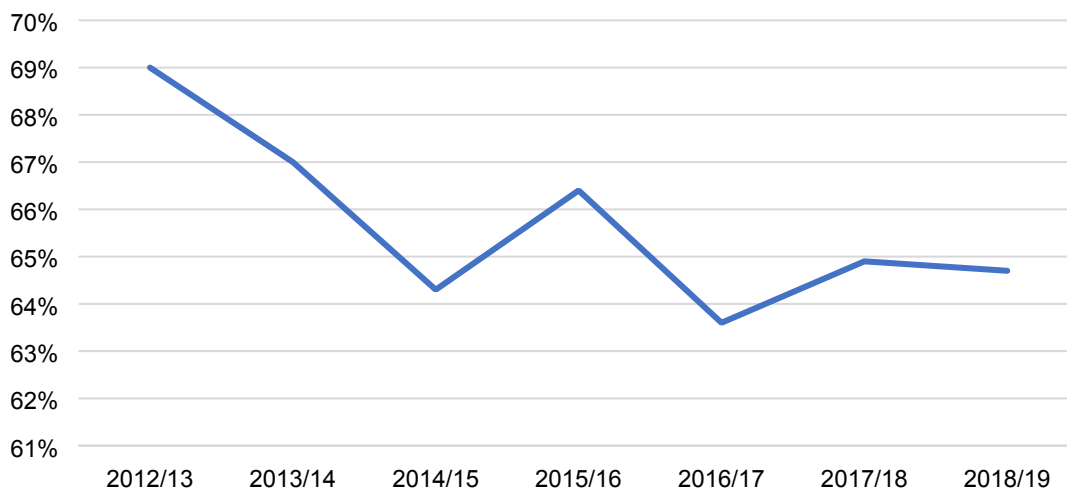


*Urban stations include all 13 wholetime and wholetime/retained fire stations*

*Rural stations include all 38 retained stations.*

## Critical Response Standard by Financial Year

### Critical response standard (8/80) by year



## **Commentary**

**64.7% of critical incidents were reached within 8 minutes this year. This is a decrease of 0.2% compared to last year. The critical response time for urban station grounds has decreased since last year, whilst, more rural station grounds have improved.**

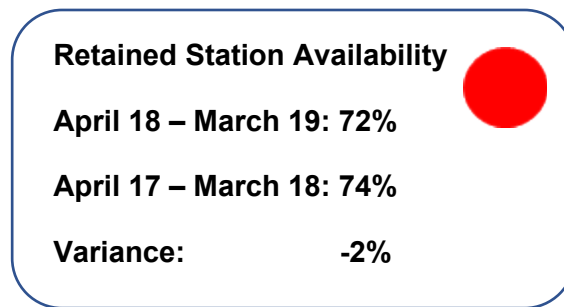
This change links with an increase in our urban fire stations attending incidents in more rural areas, providing a quicker response. However, we have seen this have a knock-on effect to our traditionally faster to reach urban areas of the county, increasing response times in our traditionally faster to reach areas. There are several reasons why urban stations are responding to more rural areas, but one of the main contributing factors is the availability of the rural stations where they are often crewed by part time (retained) personnel.

### **How are we improving critical response times?**

The introduction of Retained Support Officers and a more efficient RDS recruitment process, has been successful in increasing the numbers of personnel joining the Service. Due to this it is expected that response times in rural areas will improve.

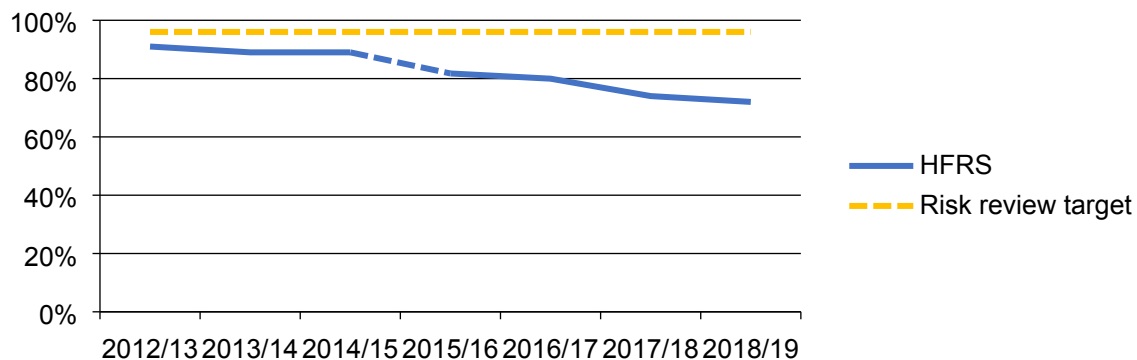
Further improvements are expected once the outcomes of Risk Review are implemented by changing the crewing models and types of vehicles. Through these change initiatives we are aiming to increase our critical response time to 77% by 2019/20.

## Retained Station Availability



## Comparison of Retained Station Availability and Risk Review Target

by year



## Performance Commentary

Hampshire's availability (first appliance) reduced from 74% in April 2017-March 2018 to 72% April 2018-March 2019. The month of March 2019 had the best availability with 73% for the 12-month period.

## How are we improving on-call availability?

Our 8 RDS Support Officers have a specific task to work alongside partners, employers and our workforce to improve the availability of on-call/RDS personnel and improve overall HFRS availability. This focusses on the recruitment and retention of retained personnel throughout their employment with HFRS.

Working closely with the Academy has resulted in an improvement timescale of 100 days from initial recruitment meeting to firefighters attending a MOD A course and 130 new RDS personnel on station.

There are significant plans to further build on this work including reviewing RDS contracts, improving induction and the ability to facilitate the initial acquisition of skills within Groups. Best practice from existing national models will be used to review how to develop our RDS model to reflect the changing needs of our Service and 21<sup>st</sup> Century employment and life styles.

## Shifts lost to sickness

Shifts loss to sickness per shift possible

April 18 – March 19: 3.96%

April 17 – March 18: 3.60%

Variance: 0.36%



## April 2018 to March 2019

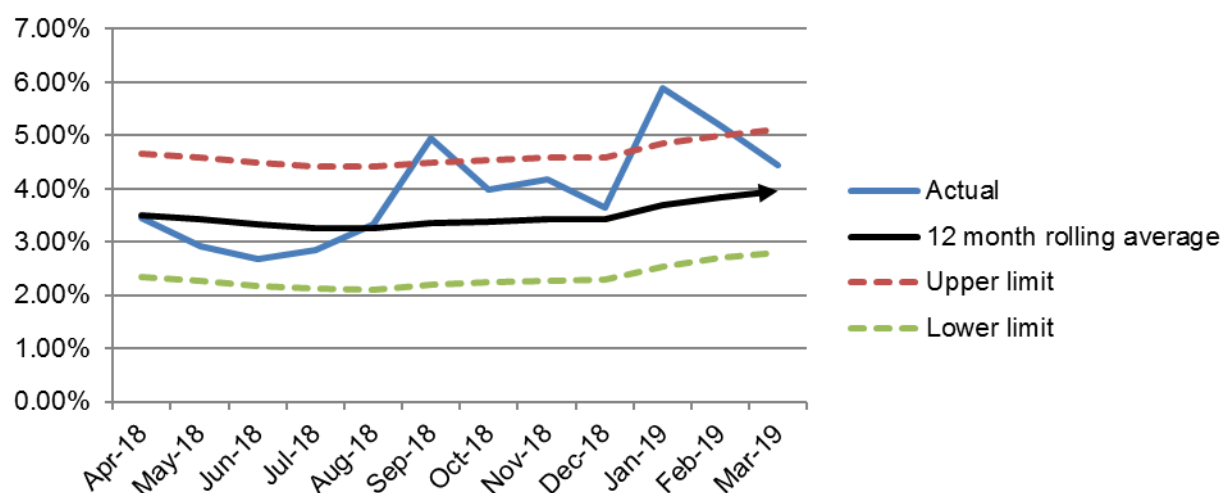
Comparison of shifts possible for our monthly break down.

	HFRS 2017/18	HFRS 2018/19	National Average
Whole-time (36 FRSs)	6.04	8.64	8.06
Retained (18 FRSs)	10.8	11.65	9.89
Fire Control (31 FRSs)	11.72	9.47	10.15
Green Book (36 FRSs)	9.13	7.93	9.12
<b>All staff (37 FRSs)</b>	<b>8.28</b>	<b>9.58</b>	<b>8.18</b>

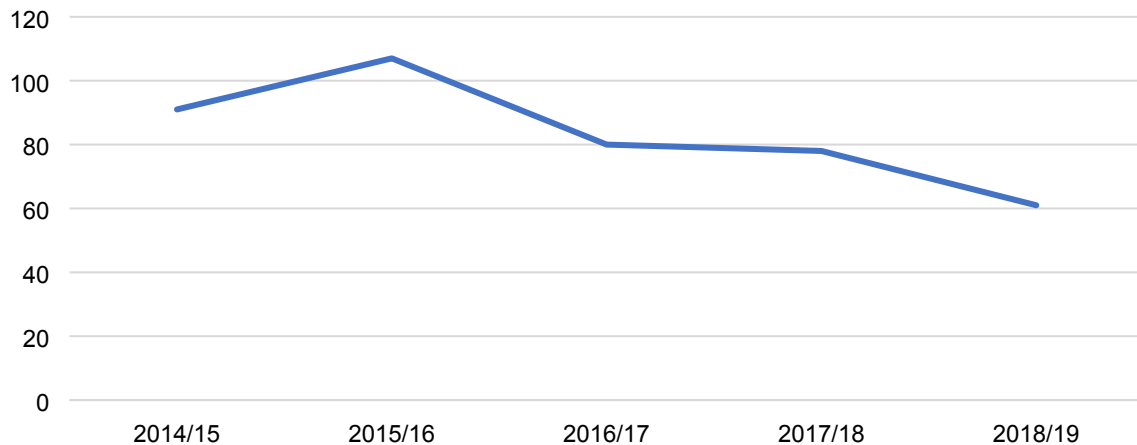
Data taken from the National Fire Service Occupational Health Report 2017/18. Note this is a voluntary report and therefore not all Fire & Rescue Services (FRS) contribute to this report. The number of FRSs in this comparison is indicated next to each category.

## Percentage of Shifts Loss to Sickness for all Staff

by month



### Firefighter injuries caused by a safety event at work



### Commentary

Shifts lost to sickness per shifts possible have fluctuated throughout the year. By benchmarking against other fire and rescue services quarterly we can reflect our sickness levels against broader trends and ensure that the measures we take to reduce reflect factors influencing those trends.

The Health and Safety Board is ensuring that all the processes involved in recording and monitoring sickness absence are effective. To support the mental and physical wellbeing of our staff we offer several interventions with partner agencies and a shared Occupational Health service with the Police.

HFRS continue to look to reduce the number of injuries caused by a safety event at work. Firefighter injuries continue to decrease with an increase in positive reporting. Our Health and Safety Board monitors safety events and oversees the Health and Safety plan which contains activities designed to prevent these incidents and mitigate the effects should they occur.

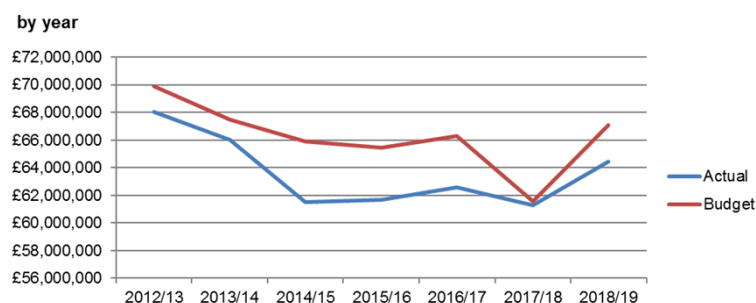
## Finance

This section looks at our financial performance over 2018/19 but also looks forward at our financial reserves and savings plan targets.

***The 2018/19 Actual figure is estimated as the Actual figure is not available until the end of May.***

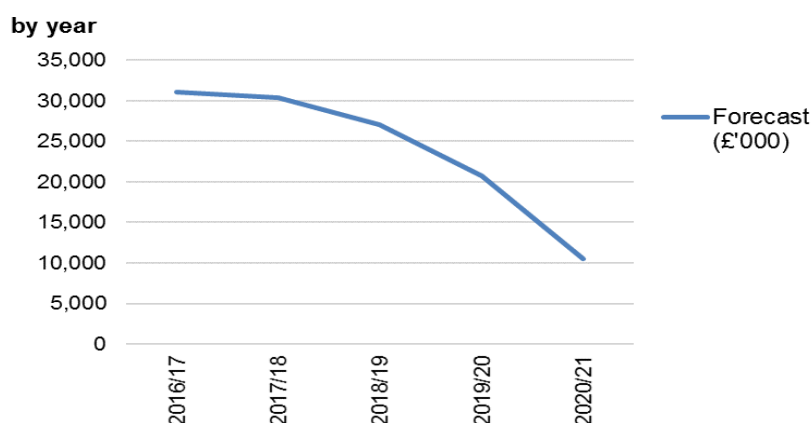
### Net cost of service

This measure shows the performance of our expenditure against our planned budget.



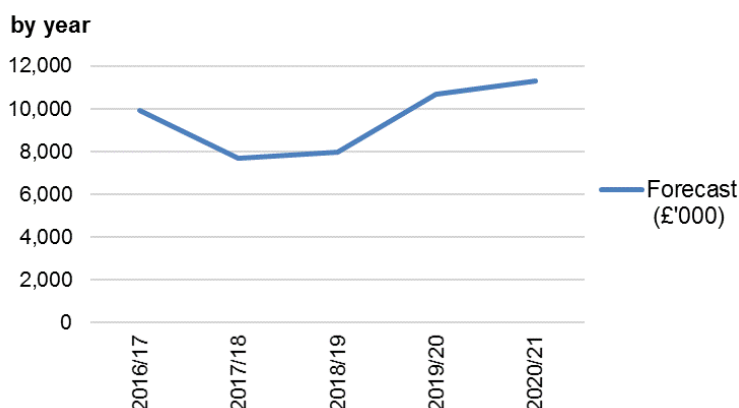
### Reserves

This measure shows the amount of reserves we had in 2016/17 and forecast reserves for the next four years. This money has been accumulated over the years from under spends in the budget and the selling of estates and assets. It is used to fund capital programmes.



### Savings Plan

This measure shows our revenue budget reductions for 2016/17 and our further planned reduction over the next four years.



## **Performance Commentary**

Our net cost of service remains below our budget. An underspend on whole-time firefighters due to the move towards the new Operating Model is expected to be partially offset by overspends on some non-pay areas.

Furthermore, our Financial Reserves continue to reduce as we invest in transformational projects to help the Service achieve its Service Plan.

Revenue Contributions to Capital have increased to £3.699m per annum for 2018/19 to help continue our support for capital programmes. The Service Delivery Redesign programme continues to progress the changes to the provision of frontline services. Phase 2 of the savings will be incorporated into the budget 2019/20 budget.



## Definitions

**Primary fires** are generally more serious fires that harm people or cause damage to property. Primary fires are defined as fires that cause damage by fire/heat/smoke and meet at least one of the following conditions:

- any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures
- any fire involving fatalities, casualties or rescues
- any fire attended by five or more pumping appliances.

Primary fires are split into four sub-categories:

**Dwelling fires** are fires in properties that are a place of residence i.e. Places occupied by households such as houses and flats, excluding hotels/hostels and residential institutions. Dwellings also include non-permanent structures used solely as a dwelling, such as houseboats and caravans.

**Other buildings fires** are fires in other residential or non-residential buildings. Other (institutional) residential buildings include properties such as hostels/hotels/B&Bs, nursing/care homes, student halls of residences. Non-residential buildings include properties such as offices, shops, factories, warehouses, restaurants, public buildings, religious buildings etc.

**Road vehicle fires** are fires in vehicles used for transportation on public roads, such as cars, vans, buses/coaches, motorcycles, lorries/HGVs etc. 'road vehicles' does not include aircraft, boats or trains, which are categorised in 'other outdoors'.

**Other outdoors fires** are fires in either primary outdoor locations, or fires in non-primary outdoor locations that have casualties or five or more pumping appliances attending. Outdoor primary locations include aircraft, boats, trains and outdoor structures such as post or telephone boxes, bridges, tunnels etc.

**Secondary fires** are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary other outdoor fires.

**Chimney fires** are fires in buildings where the flame was contained within the chimney structure and did not involve casualties, rescues or attendance by five or more pumping appliances. Chimneys in industrial buildings are not included.

**Accidental fires** include those where the motive for the fire was presumed to be either accidental or not known (or unspecified).

**Deliberate fires** include those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. This includes fires to an individual's own property, others' property or property of an unknown owner. Despite deliberate fire records including arson, deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971 as 'an act of attempting to destroy or damage property, and/or in doing so, to endanger life'.

## False alarms

**False Alarms** are incidents where the FRS attends a location believing there to be an incident, but on arrival, discovers that no such incident exists or existed.

False alarms are split into three sub-categories:

- **Malicious False Alarms** are calls made with the intention of getting the FRS to attend a non-existent event, including deliberate and suspected malicious intentions and are usually via a hoax phone call or activation of fire alarms.
- **Good Intent False Alarms** are calls made in good faith in the belief that there really was an incident the FRS should attend, such as when people smell burning or see smoke.
- **False Alarms Due to Apparatus** are calls initiated by fire alarm and fire-fighting equipment operating, including accidental initiation of alarms by persons or where an alarm operates erroneously, and a person then routinely calls the FRS.

## Non-fire incidents

**Non-fire incidents** (also known as Special Service incidents) are incidents requiring the attendance of an appliance or officer. They include, but are not limited to:

- local emergencies e.g. road traffic incidents, responding to medical emergencies, rescue of persons and/or animals or making areas safe
- major environmental disasters e.g. flooding, hazardous material incidents or spills and leaks
- domestic incidents e.g. persons locked in/out, lift releases, suicide/attempts

prior arrangements to attend or assist other agencies, which may include some provision of advice or standing by to tackle emergency situations.

Non-fire incidents also include Special Service Good Intent False Alarms and Malicious False Alarms.

Medical incidents attended by FRSs include but are not limited to cases of: lifting people, people experiencing breathing difficulties, cardiac arrests, those who are unresponsive, collapses, choking, shock etc.

**Core Measures** - There are different variables to consider when rating performance depending on the many comparators. We take a holistic approach, reviewing our current position against our short term and long-term direction of travel combined with a view of our position within Family Group 4 (FG4) and the National spectrum. FG4 is benchmark group of 18 similar sized Fire & Rescue Services. Each measure is given an arrow next to the performance summary. The direction of the arrow shows whether the measure is going up or down and the colour of the arrow shows the performance. These are rated as follows:

**GREEN** Performing well

**AMBER** Performing within a tolerable level

**RED** Requires attention

**BLUE** Not rated for its performance