
REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER**SUBJECT: PERFORMANCE TARGET SETTING 2024-25 (APRIL 2024 to MARCH 2025)**

For further information on this report contact: Paul Hughes
Head of ICT
Tel No: 01234 84 5015

Background Papers:

Appendix	Title	Protective Marking
A	Key performance indicators and targets for 2024-25	

Implications

This table provides a short statement of the impact of the recommendations in this report and/or a reference to the relevant paragraph/s in the report.

Will this report affect any of the following?

	Yes / No	Impact / Reference
Financial Implications	No	Any adjustments to budgets as a result of this paper will be discussed and cost implications reported to Members in line with our Members Handbook and governance arrangements.
Risk Management	Yes	Our Corporate Risk Register is reviewed monthly by the HSSA, and a quarterly update presented to the Audit and Standards Committee.

Legal Implications	No	Our performance is reported in line with the Fire Service Act 2004 and Fire and Rescue Service National Framework 2018.
Privacy and Security Implications	No	Performance reports are produced in line with GDPR and information security legislation. There are no privacy issues or security implications from this report.
Duty to Collaborate	No	The Policing and Crime Act 2017 requires the Authority to consider opportunities for collaboration with the police and ambulance services.
Health and Safety Implications	No	Health and safety performance implications are discussed at the Health and Safety Steering Group. Any serious implications for staff and third parties will be reviewed by the Health and Safety Manager and reported to Members.
Equality, Diversity and Inclusion	No	Where performance affects people with protected characteristics under the Equality Act 2010, we will give due regard to the public sector equality duty. A People Impact Assessment (PIA) is produced for all projects, strategies and public events. The purpose of a PIA is to support consideration of equality and diversity issues in the design, development and delivery of activity, change, projects, procedures, guidance and technical notes across the Service.
Environmental Sustainability	No	The Natural Environment and Rural Communities Act 2006 requires that a public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity. Consider the impact of the proposals on climate change, harmful emissions, consumption of resources and sustainability. The Environment Act 2021 creates a new enforcement regime overseen by the Office for Environmental Protection if a public authority has allegedly failed to comply with environmental law.
Consultation and Communication	Yes	Progress against targets will be reported to meetings of the FRA quarterly. Our approach to Communications and Engagement is set out in our Comms and Engagement Strategy. This includes our principles of consultation.

PURPOSE:

To brief Members on the proposed targets for the range of Key Performance Indicators (KPIs) for the financial year 2024/25 which underpin delivery of the Community Risk Management Plan.

RECOMMENDATIONS:

That Members:

1. Discuss and scrutinise the proposed KPI targets for 2024/25 and then approve the agreed targets for inclusion in the Service Performance Management Framework.
-

1. Background

- 1.1. Both operational and corporate performance is monitored and managed internally by the monthly Corporate Management Team (CMT) meetings. The Fire and Rescue Authority scrutinises performance on a quarterly basis via a combined performance report covering all areas of operational and corporate performance.
- 1.2. The targets within Appendix A have generally been set against either a three- or five-year performance average with consideration placed upon the variations in previous years' data. Where appropriate, consideration has also been given to current performance against 2023/24 targets. The Key Performance Indicators (KPI) and targets support assurance against the strategic aims set out in the Authority's Community Risk Management Plan 2023-27 (CRMP).
- 1.3. One of the strategic priorities set out in the CRMP is to enable better access to data and performance insight as doing so will help empower staff to greater ownership for delivering performance improvements at a local level. To support this strategic priority, the Service is continually reviewing what and how it captures and how best to utilise the broad range of risk and performance data available.
- 1.4. The measures in this report are complemented by a series of over 200 local performance measures to give a Service-level view of performance but also allow 'drill-down' to local levels and, where applicable, they are aligned to measures used by the Home Office and His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to benchmark performance between other fire and rescue services.


- 1.5. It is expected that the performance reports, provided quarterly, will continue to evolve during 2024/25 as work continues within the Business Information Team to increase the breadth and availability of risk and performance information and to align KPIs and reporting with sector best practice.

CHRIS BIGLAND
DEPUTY CHIEF FIRE OFFICER


APPENDIX A

Fire Authority Measures

1. Prevention


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Number of primary fires	0002a	Quarterly	864	815	715	778	10% reduction on 5-year average
	Number of accidental fire fatalities	0013e	Quarterly	3	0	2	0	Target carried forward
	Number of fire injuries where victim went to hospital	0014a	Quarterly	34	32	19	31	10% reduction on 5-year average
	Number of deliberate fires	0003a	Quarterly	643	687	539	611	5% reduction on 5- year average
	Number of primary accidental dwelling fires	0002ai-i	Quarterly	308	297	271	293	5% reduction on 5- year average
	Number of primary deliberate dwelling fires	0002ai-ii	Quarterly	33	31	24	30	10% reduction on 5-year average
	Number of delivered home fire safety visits	0015	Quarterly	6950	10000	6557	6500	2023-24 HFSV delivery plan aiming for achievable number of quality well-targeted HFSVs
	Number of secondary fires	0002b	Quarterly	974	874	780	877	10% reduction on 5-year average
	Percentage of home fire safety visits delivered to households with at least one person aged 65+ and/or with a disability	TBA	Quarterly	N/A	N/A	64%	71%	New indicator based upon national published statistics. 2023-24 HFSV delivery plan aims to meet target.


2. Protection

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of Building Regulations consultations completed on time	0022ai	Quarterly	95% [Ⓢ]	95%	98%	95%	Realistic level of compliance with building regulations guidance
	Number of Fire Safety Audits/inspections completed	0021	Quarterly	2287	2400	2505	2400	Maintain current target. There will be additional demands on protection team to deliver business engagement and reduce unwanted fire signals
	Number of primary fires in non-domestic buildings	0039	Quarterly	121	112	115	109	10% reduction on 5-year average. (Note: HMP Bedford accounts for 24% of total and may impact ability to achieve)
	Number of automatic fire detector false alarms in non-domestic properties	0011a	Quarterly	661	651	728	661	This is showing an increasing trend, but aim to reverse through call handling, business engagement and enforcement of Fire Safety Order
	Number of Building Regulations consultations responded to	0022a	Quarterly	456	N/A	383	N/A	For information
	Number of prohibition notices served	0023g	Quarterly	19	N/A	31	N/A	For information
	Number of enforcement notices served	TBA	Quarterly	4	N/A	1	N/A	For information


[Ⓢ] indicates three-year average used


3. Response

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Number of incidents attended	0001	Quarterly	6700	N/A	6814	N/A	For information
	Number of fires attended	0001a	Quarterly	1733	N/A	1471	N/A	For information
	Number of other non-fire incidents (special services) attended	0001b	Quarterly	2291	N/A	2574	N/A	For information
	Number of false alarms attended	0001c	Quarterly	2675	N/A	2768	N/A	For information


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	On Call availability of 1st pump	0034	Quarterly	67.13%	80%	64.42%	80%	Maintain current target
	Percentage of shifts where Service crewing level is sufficient for all wholetime pumps	0040b	Quarterly	97%	100%	100%	100%	Maintain current target


The Service has recently consulted on changing its CRMP response standards. If the proposed new standards are adopted, the following KPIs and targets are proposed for 2024/25:

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Number of emergency calls received	0028	Quarterly	N/A	N/A	N/A	N/A	For information
	Percentage of primary fires mobilised to within 120 seconds of time of call	TBA13	Quarterly	80%	N/A	85%	85%	Proposed CRMP response standard
	Average call-handling time for Bedfordshire primary fires incidents (seconds)	0029a	Quarterly	126	N/A	84	120	Complements CRMP response standard
	Percentage of primary fires attended within 12 mins (from time of call)	TBA14	Quarterly	74%	N/A	76%	80%	Proposed CRMP response standard
	Average response time to primary fires from time of call (seconds)	0030a	Quarterly	644	N/A	588	720	Complements CRMP response standard
	Percentage of primary fires attended by second pump within 16 mins (from time of call)	TBA15	Quarterly	73%	N/A	76%	80%	Proposed CRMP response standard
	Average response time to primary fires by second pump from time of call (seconds)	TBA16	Quarterly	791	N/A	730	960	Complements CRMP response standard
	Percentage of RTCs attended within 15 mins (from time of call)	TBA17	Quarterly	77%	N/A	78%	80%	Proposed CRMP response standard


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Average response time to RTCs from time of call (seconds)	0030d	Quarterly	711	780	680	900	Complements CRMP response standard
	Percentage of secondary fires attended within 20 mins (from time of call)	0030e	Quarterly	93%	90%	95%	96%	Proposed CRMP response standard
	Average response time to secondary fires from time of call (seconds)	0030b	Quarterly	654	1200	633	1200	Complements CRMP response standard


If the proposed new response standards are not adopted, the following targets are proposed for the existing KPIs for 2024/25:


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Number of emergency calls received	0028	Quarterly	N/A	N/A	N/A	N/A	For information
	Percentage of emergency calls answered within 7 seconds	0028a	Quarterly	N/A	90%	90%	90%	Current CRMP standard
	Percentage of emergency calls handled within 90s	0029e	Quarterly	25.1%	90%	28.9%	90%	Complements current CRMP standard
	Average call-handling time to mobilise to incidents in Bedfordshire	0029	Quarterly	129	60	83	60	Complements current CRMP standard


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of primary fires attended within 10 mins (from time of send/alert)	0030k	Quarterly	62.76%	80%	63.7%	80%	Current CRMP standard
	Average response time to primary fires from time of send/alert (seconds)	0030h	Quarterly	645	600	506	600	Complements current CRMP standard
	Percentage of RTCs attended within 13 mins (from time of send/alert)	0030m	Quarterly	66.88%	80%	66.2%	80%	Current CRMP standard
	Average response time to RTCs from time of send/alert (seconds)	0030j	Quarterly	711	780	681	780	Complements current CRMP standard
	Percentage of secondary fires attended within 20 mins (from time of send/alert)	0030l	Quarterly	94.45%	90%	97.8%	90%	Current CRMP standard
	Average response time to secondary fires from time of send/alert (seconds)	0030i	Quarterly	631	1200	635	1200	Complements current CRMP standard


4. Empowering


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of new entrants to the wholtime operational staff who declare as women	0050a	Annually	9.61%	20%	21.74%	20%	The Service is committed to improving the underrepresentation of women in operational firefighting roles. The target recommended is based on our recruitment intakes which are small, therefore a realistic target of 20% is proposed rather than an unrealistic target based on the population.
	Percentage of new entrants to the on-call operational staff who declare as women	0050b	Annually	14.05%	20%	22.72%	20%	The Service is committed to improving the underrepresentation of women in operational firefighting roles. The target recommended is based on our recruitment intakes which are small, therefore a realistic target of 20%, is proposed rather than an unrealistic target based on the population.


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of support staff (Control and Green Book) new entrants who declare as male	TBA1	Annually	40%	40%	43.48%	40%	This measure monitors progress in addressing the underrepresentation of those declaring as male in the support staff (Control and Green Book) workforce. Year to date males comprise 47% of this workforce, which is a result of an increase of males in Control roles. This figure is likely to reduce before year end
	Percentage of new entrants to the wholtime operational staff who are from an ethnic minority	TBA2	Annually	N/A	20%	0%	10%	The Service is committed to improving the underrepresentation of people from ethnic minorities in operational firefighting roles. The target recommended is based on our recruitment intakes which are small, therefore a realistic target of 10% is proposed rather than an unrealistic target based on the ethnic minority population across the county.


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of new entrants to the on-call operational staff who are from an ethnic minority	TBA3	Annually	N/A	5%	4.55%	5%	The Service is committed to improving the underrepresentation of people from ethnic minorities in operational on call firefighting roles. The target recommended is based on our on-call community fire stations being based in rural communities and the demographics of those areas. Recruitment intakes are also small, therefore a realistic target of 5% is proposed rather than an unrealistic target based on the ethnic minority population across the county.
	Percentage of support staff (Control and Green Book) new entrants who are from an ethnic minority	TBA4	Annually	N/A	20%	17.39%	20%	Given projected year end performance, it is proposed that the target of 20% is retained for 2024/5
	Percentage of operational staff new entrants (wholetime and on-call) who declare as being disabled	TBA5	Annually	N/A	4.76%	4.65%	5%	Whilst the 2021 Census identified that 14.36% of those living in Bedfordshire aged 16-64 declared as having a disability, a 5% target is realistic and achievable and


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
								reflects the operational and physically demanding nature of the role and the conditions that individuals could have and be able to perform operational roles.
	Percentage of support staff (Control and Green Book) new entrants who declare as being disabled	TBA6	Annually	N/A	12%	17.39%	14%	The 2021 Census identified that 14% of those living in Bedfordshire aged 16-64 declared as having a disability. This target is therefore realistic and achievable.
	Percentage of Wholetime operational staff who declare as women	0052a	Annually	6.22%	8%	6.78%	8%	Given the proportion of this workforce who declare as women coupled with projected intakes, compared to projected leavers it is recommended to maintain the target of 8%.
	Percentage of On-Call operational staff who declare as women	0052b	Annually	10.24%	15%	15.68%	15%	It is recommended that the target remains at 15% based on the proportion of this workforce who declare as women and the difficulties of predicting the gender balance of future applicants to the on-call system.
	Percentage of operational staff new entrants (wholetime	0054a	Annually	5.19%	15%	3.23%	10%	The Service is committed to improving the


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	and on-call who are from an ethnic minority							underrepresentation of people from ethnic minorities in operational firefighting roles. The target recommended is based on our recruitment intakes which are small, therefore a realistic target of 10% is proposed rather than an unrealistic target based on the ethnic minority population across the county.
	Percentage of wholtime operational staff who are from an ethnic minority	0056a	Annually	6.69%	8%	5.76%	6%	The Service is committed to improving the underrepresentation of people from ethnic minorities in operational firefighting roles. The target proposed is based on the proportion of this workforce who declare as ethnic minority, coupled with projected intakes and projected retirement profiles.
	Percentage of on-call operational staff who are from an ethnic minority	0056b	Annually	4.89%	6%	3.92%	6%	It is recommended that the target remains at 6% based on the proportion of this workforce who declare as ethnic minority coupled with the difficulties of predicting the


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
								ethnicity of future applicants to the on-call system who by nature of the duty system must live in these rural/semi-rural areas.
	Percentage of support staff (Control and Green Book) who are from an ethnic minority	TBA7	Annually	N/A	20%	12.02%	13%	It is proposed that this target is reduced to 13%. Over the previous 5 years an average of 12% of support staff (Control and Green Book) are from an ethnic minority. This suggests that a 20% target is unachievable and therefore unrealistic at this stage.
	Percentage of wholetime operational staff who declare as being disabled	TBA8	Annually	N/A	4.99%	3.90%	4%	Given the operational nature of the role there is not a high incidence of staff in this workforce declaring as disabled. Current projections for 2024/5 are performance of 3.90%. It is unlikely that the Service would exceed 4%. It is likely that recruit intakes (1 projected Sept 2024) would have the potential to affect performance in this criteria and have been included in the target setting rationale.


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of on-call operational staff who declare as being disabled	TBA9	Annually	6.8%	3.3%	6.86%	7%	Over the previous 5 years an average of 6.8% staff in this workforce have declared as disabled. Whilst it is difficult to predict the demographics of future applicants the 5-year average suggests that a target of 7% is realistic.
	Percentage of support staff (Control and Green Book) who declare as being disabled	TBA10	Annually	6.81%	9.5%	8.17%	9%	Over the previous 5 years an average of 6.81% of staff in this workforce have declared as disabled, whilst it is difficult to predict the demographics of future applicants the 5-year average suggests that a target of 9% is realistic.
	Percentage of operational staff (wholetime and on-call) new entrants who declare as women	TBA11	Annually	N/A	20%	22.22%	20%	The target recommended is based on our recruitment intakes which are very small, therefore a realistic target of 20% is proposed rather than an unrealistic target based on the female population.
	Percentage of support staff (Control and Green Book) who identify as Male	TBA12	Annually	N/A	40%	32.69%	40%	Target carried forward.


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of working time lost due to sickness (excluding on-call)	0060	Quarterly	4.19%	4.4%	5.52%	5%	<p>Since 2020 sickness absence rates nationally have increase from 5.8 days per employee to 7.8 representing a 26% increase (source CIPD Sept 23). The NHS waiting list is projected to continue to increase to 8 million by August 2024, amid reports of a non-disclosed waiting list of circa 1 million (BBC February 2024). The NHS delays will continue to influence diagnosis, treatment and recovery times beyond the Service's control. The Service has invested in a fixed term contract HR Adviser post to target short term absence, we have also provided more resources for Occupational Health to better support Managers and employees. The number of long-term absence cases have remained steady between 2020 and year end 2024. With this investment</p>


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
							<p>and the improved support, the Service has not seen the increases seen by other employers. However, an increase should be anticipated in the coming year. It is recommended that the target is increased to 5% HR and OH will continue to support managers to continue with consistent policy application, improve support mechanisms and management actions to support employees who are absent through ill health and prevent absences occurring where possible.</p>	
<p>Percentage of the on-call workforce with 4 or more sickness absences in a 12-month period</p>	0061	Quarterly	1.38%	5%	0.68%	5%	<p>On-call staff don't have a set work pattern so their absence is counted in days lost rather than as a % of working time. This is why their measure is reported separately. Since 2020 sickness absence rates nationally have increased from 5.8 days per employee to 7.8 representing</p>	


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
								<p>a 26% increase (source CIPD Sept 23). The NHS waiting list is projected to continue to increase to 8 million by August 2024, amid reports of a non-disclosed waiting list of circa 1 million (BBC February 2024). The NHS delays will continue to influence diagnosis, treatment and recovery times beyond the Service's control. The Service has invested in a fixed term contract HR Adviser post to target short term absence, we have also provided more resources for Occupational Health to better support Managers and employees. The number of long-term absence cases have remained steady between 2020 and year end 2024. With this investment and the improved support, the Service has not seen the increases seen by other employers. However, an</p>


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
							<p>increase should be anticipated in the coming year. It is recommended that the target is increased to 5% HR and OH will continue to support managers to continue with consistent policy application, improve support mechanisms and management actions to support employees who are absent through ill health and prevent absences occurring where possible.</p> <p>It is recommend that the target for RDS remain the same for 2024/25.</p>	
Percentage of Operational (Wholetime and Control) leavers excluding retirement or dismissals	0062a	Annually	4.46%	4%	4%	5%	<p>This measure was reviewed last year; now leavers are counted in different occupational work groups, so the measure has been adapted to categorize Support Staff separately (see below 0062c).</p> <p>Targets have been on an average of the past 3 year's performance (rounded up)</p>	


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
								plus an additional % dependent on current performance. Using that rationale an annual target of 5% is recommended.
	Percentage of On-Call leavers (excluding retirement or dismissals)	0062b	Annually	13.13%	14%	14%	17%	The BFRS target is usually based on the performance over the last 3 completed years (rounded up) + 1% given On-Call turnover rates. Using this rationale an annual target for 2024/5 of 17% is recommended.
	Percentage of Support Staff leavers excluding retirements or dismissals	0062c	Annually	8.17%	9%	6.01%	12%	This is the second year that this KPI has captured support staff separately. Turnover targets have been based on an average of the past 2 year's performance (rounded up) plus an additional % dependent on current performance. The recommended target is provided in the context of the current UK labour market reporting historical numbers of job vacancies, therefore attraction and retention remain a key challenge

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
							across both the public and private sector.	


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of employees in operational roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS).	OH1	Annually	n/a	85%	96.2%	90%	Fitness advisor now in post. In addition, to support this, a team of station based PTI's will also be trained in 2024. Operational employees have been encouraged to maintain their physical fitness in line with Service standards. Revised Fitness Policy to be launched to help promote this. The target reflects that there will always be a number of staff unavailable for their annual fitness test due to sickness / maternity / secondment leave, etc.

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of station-based operational BA wearers that have attended a Tactical Firefighting assessment within the last 2 years	T1	Quarterly	97.53%	98%	99.67%	98%	Measure T1 covers safety critical operational training. Organisational expectation is to maintain a frequency-based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch target and that they remain a reasonable expectation, therefore carried forward.
	Percentage of qualified EFAD drivers that have attended a refresher course within the last 3 years	T2	Quarterly	97.40%	98%	99%	98%	Measure T2 covers safety critical operational driver training. Organisational expectation is to maintain a frequency-based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch target and that they remain a reasonable expectation, therefore unchanged for 2024/25.


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of watches/sections at BFRS stations that have at least 60% of operational personnel qualified in Trauma Care or equivalent	T4	Quarterly	94.65%	98%	100%	98%	Measure T4 covers safety critical operational training. Expectation is to maintain a frequency-based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch target and remains a reasonable expectation for 2024/25.
	Percentage of Level 1 Incident Commanders that have attended an Incident Command Assessment within the required frequency for their role.	T6	Quarterly	92.45%	98%	98%	98%	Target has been stretched to 98%
	Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role	T7	Quarterly	96.50%	98%	99%	98%	Target has been stretched to 98%

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Number of serious accidents where the individual is off sick for more than 28 days (per 1000 employees)	H1	Quarterly	6	3.78	7	3.78	Target has been set to remain at 3.78 which was the target for the previous reporting period. Note: one serious accident resulting in an over 28-day injury equates to 1.96.
	Number of working days/shifts lost to accidents per 1000 employees (excluding on-call employees)	H2	Quarterly	546	291.5	464	291.5	Target has been set to remain at 291.15 which was the target for the previous reporting period.
	Number of 24-hour cover periods lost to accidents per 1000 on-call employees.	H3	Quarterly	2689	703.62	166	703.62	Target has been set to remain at 703.62 which was the target for the previous reporting period.
	Number of vehicle collisions involving fire service fleet vehicles, including non-operational assets.	H4	Quarterly	35	34.6	48	34.6	Target has been set to remain at 34.36 which was the target for the previous reporting period.

5. Utilising


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	WS2a	Quarterly	1.98%	5%	1.79%	5%	Target to stay the same: additional works such as CCTV upgrade will lead to additional time unavailable.
	The percentage of time when Aerial Appliances and SRU were unavailable for operational use due to an annual service defect or other works. (Turnaround Time)	WS2b	Quarterly	2.73%	5%	2.58%	5%	Target to stay the same: additional works such as CCTV upgrade will lead to additional time unavailable.
	The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	WS2c	Quarterly	0.45%	3%	0.45%	3%	Target to stay the same: additional works such as CCTV upgrade will lead to additional time unavailable.

6. Maximising - ICT


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	To resolve Priority 1 Incidents within 1 hour. (P1 = Any incident preventing the mobilisation of any fire appliance or a major ICT incident that causes all users not being able to access critical / vital ICT systems)	0042	Quarterly	100%	96%	100%	97%	Five-year average gives slight scope to stretch the target but please note the small number of incidents of this type makes the impact of a single incident on performance significant.
	To resolve Priority 2 Incidents within 2 hours. (P2 = Any incident reducing the resiliency to mobilise a fire appliance or Multiple users unable to perform their role or gain access to key applications and systems.	0043	Quarterly	99%	97%	100%	97%	Maintain target. The small number of incidents of this type makes the impact of a single incident on performance significant
	The percentage availability of core ICT network services	0046	Quarterly	100%	98%	99.91%	98%	Maintain target. The small number of incidents of this type makes the impact of a single incident on performance significant.


CMT Measures


1. Prevention

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Number of primary deliberate fires - other buildings	0002ai-iii	Quarterly	44	43	51	43	Maintain current target. Unclear trend. (Note: HMP Bedford accounts for 38% of total and may impact ability to achieve)

4. Empowering

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	The percentage of station based operational staff that have attended a Water Rescue revalidation course within the last 3 years	T3	Quarterly	95.60%	98%	98.00%	98%	Target carried forward


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of station based operational staff that have attended a Working at Height or Rope Rescue Revalidation assessment within the last 3 years	T4	Quarterly	91.05%	98%	98.00%	98%	Target carried forward
	Percentage of workplace training completed by wholetime operational personnel via PDR Pro within the last 12 months.	T8a	Quarterly	82.35%	92%	93.00%	92%	Targets to remain the same – can be a stretch as fitting in around responding to fire calls
	Percentage of workplace training completed by on-call operational personnel via PDR Pro within the last 12 months.	T8b	Quarterly	78.02%	90%	91.33%	90%	Targets to remain the same – can be a stretch as fitting in around responding to fire calls
	Percentage of workplace training completed by Control personnel via PDR Pro within the last 12 months	T8c	Quarterly	80.40%	90%	87.33%	90%	Targets to remain the same – can be a stretch as fitting in around responding to fire calls
	Percentage of workplace training completed by Senior Management roles (SM to SOC) via PDR Pro within the last 12 months.	T8d	Quarterly	80.82%	92%	90.33%	92%	Targets to remain the same – can be a stretch as fitting in around responding to fire calls
	Percentage of workplace training completed by wholetime Day Duty WMs via PDR Pro within the last 12 months	T8e	Quarterly	80.43%	92%	92.67%	92%	Targets to remain the same – can be a stretch as fitting in around responding to fire calls
	Percentage of support staff (Green Book) that have completed	TBA1 3	Quarterly	n/a	n/a	n/a	90%	New measure proposed


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	workplace training on Workforce Pro/Learn Pro within the last 12 months							

Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
Percentage of employees in operational roles achieving a pass category in their annual fitness test	OH2	Annually	N/A	96%	99%	98%	Operational employees have been encouraged to maintain their physical fitness in line with Service standards. Now we have a Fitness Advisor in post we have the resource to coach those who need additional assistance to achieve the pass rate. The previous 2022/23 target of 98% should be achievable.
Percentage of medicals due in year completed	OH3	Annually	N/A	80%	86%	80%	Whilst performance has exceeded the target those tested have been from sites that are easier to facilitate attendance (e.g. TC, Northern WT stations) more issues will arise with Southern sites and On-Call attendance, hence proposing


Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
							maintaining the current target.
Percentage of outstanding medicals (Covid) completed in addition to current year expectation.	TBA	Annually	N/A	N/A	N/A	26%	<p>It is proposed that there is a new measure that identifies the number of pre Covid medicals that are overdue and have been performed in year.</p> <p>With the additional budget provision approved by the FRA for 2024/5 we will be able to process 39 pre C-19 medicals p.a. out of the backlog of 150, therefore suggesting a target of 26% p.a.</p>

7. Utilising


	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Grade A Vehicle Defects Response Time 1 hour	WS1a	Quarterly	93.30%	90%	90.99%	90%	Target to remain the same as the previous year. Note: The implementation of new electronic fleet management system will provide further data to review
	Grade A Vehicle Defects Response Time 2 hour	WS1b	Quarterly	96.63%	95%	94.05%	95%	Target to remain the same as the previous year. Note: The implementation of new electronic fleet management system will provide further data to review
	Percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	WS2a	Quarterly	1.98%	5%	1.79%	5%	Target to stay the same, additional works such as CCTV upgrade will lead to additional time unavailable.

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of time the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)	WS4	Quarterly	0.90%	2%	0.72%	2%	Target to stay the same
	The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period	WS5	Quarterly	98.19%	93%	98.47%	93%	Target to stay the same
	Annual Services undertaken	WS6	Quarterly	100%	97%	100%	97%	Target to stay the same

7. Maximising - Finance

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of routine financial reports distributed within 6 working days of period-end closure	0066	Quarterly	100%	90%	100%	90%	90% allows for any resource or ICT issues preventing the reports being distributed.
	The percentage of uncontested invoices paid within 30 days	0067	Quarterly	91.58%	93%	92.63%	93%	93% still remains an appropriate target to have based on past performance (budget managers need to raise POs on time to prevent invoice delays)
	The percentage of outstanding debt over 90 days old	0068	Quarterly	1.26%	2.5%	2.21%	2.5%	2.5% remains an appropriate target. Problems getting paid for special services continues.

8. Maximising - ICT

	Performance indicator	PI ref	Frequency of reporting	BFRS 5-year average	BFRS target 2023/24	Projected Year End	BFRS target 2024/25	Target-setting rationale
	Percentage of ICT Incidents on Business Operational services resolved within 4 hours	0044	Quarterly	99.46%	97%	100%	97%	Maintain target. Whilst performance has exceeded target, resources may be diverted to Mission Critical Incidents (P1) and Projects. The small number of incidents of this type makes the impact of a single incident on performance significant
	Percentage of ICT Incidents on administration services resolved within 8 hours	0045	Quarterly	93.89%	93%	93.58%	93%	Maintain target: The highest proportion of incidents fall into this category. The anticipated draw on resources to support priority incidents and projects in 2024/25 is expected to reflect in the performance outcome for these lower category incidents therefore 93% is a challenging target.
	Percentage availability of ICT business applications	0047	Quarterly	99.33%	98%	97.34%	98%	Maintain target: The small number of incidents of this type makes the impact of a single incident on performance significant.

