



PERFORMANCE MONITORING REPORT

Q1 TO Q4

APRIL 2006 – MARCH 2007

Figures are provisional, and may be subject to minor amendment.

FIRES

FOR REFERENCE						
NUMBERS:						
BVPI		Q1	Q2	Q3	Q4	YEAR
142(ii)	Primary fires	441	445	454	403	1743
	Primary fires started deliberately	184	183	207	152	726
206 (i)	Primary fires started deliberately (excl. any in vehicles)	74	74	81	61	290
206(ii)	Primary fires started deliberately in vehicles only	110	109	126	91	436
142 (iii)	Accidental fires in dwellings	107	93	114	136	450
144	Accidental fires in dwellings confined to the room of origin	91%	86%	94%	90%	90%
207	Fires in non-domestic properties	93	85	81	62	321
206(iii)	Secondary fires started deliberately (excl. any in vehicles)	457	587	374	247	1665
206(iv)	Secondary fires started deliberately in vehicles only	5	4	2	4	15
COMPARED TO LAST YEAR:						
[↑ = more this year; ↓ = fewer this year; → = same both years]						
[Green = improvement; Red = deterioration; Amber = no change]						
BVPI		Q1	Q2	Q3	Q4	YEAR
142(ii)	Primary fires	↓	↑	↑	↑	↑
206 (i)	Primary fires started deliberately (excl. any in vehicles)	↓	↓	↓	↑	↓
206(ii)	Primary fires started deliberately in vehicles only	↑	↑	↑	→	↑
142 (iii)	Accidental fires in dwellings	↓	↓	↓	→	↓
144	Accidental fires in dwellings confined to the room of origin	↓%	↓%	↑%	↑%	↑%
207	Fires in non-domestic properties	→	↑	↓	↓	↓
206(iii)	Secondary fires started deliberately (excl. any in vehicles)	↓	↑	↑	↓	↑
206(iv)	Secondary fires started deliberately in vehicles only	→	↓	↓	↓	↓
	All primary fires started deliberately	↑	↑	↑	↑	↑
	All secondary fires started deliberately	↓	↑	↑	↓	↑
	All fires started deliberately	→	↑	↑	↓	↑

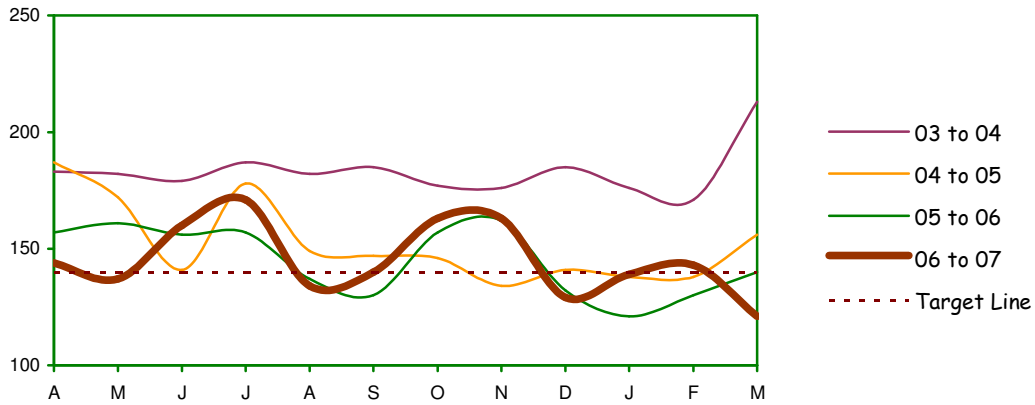
ON OR OFF TARGET:

☺ = on target ☹ = off target

BVPI		YEAR
142(ii)	Primary fires	☹
206 (i)	Primary fires started deliberately (excl. any in vehicles)	☹
206(ii)	Primary fires started deliberately in vehicles only	☹
142 (iii)	Accidental fires in dwellings	☺
144	Accidental fires in dwellings confined to the room of origin	☺
207	Fires in non-domestic properties	☺
206(iii)	Secondary fires started deliberately (excl. any in vehicles)	☹
206(iv)	Secondary fires started deliberately in vehicles only	☺

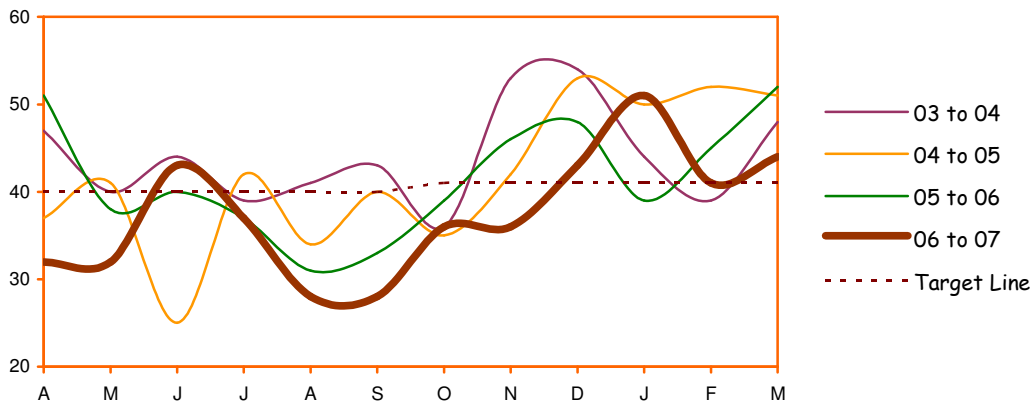
YEAR-ON-YEAR COMPARISONS

Primary fires



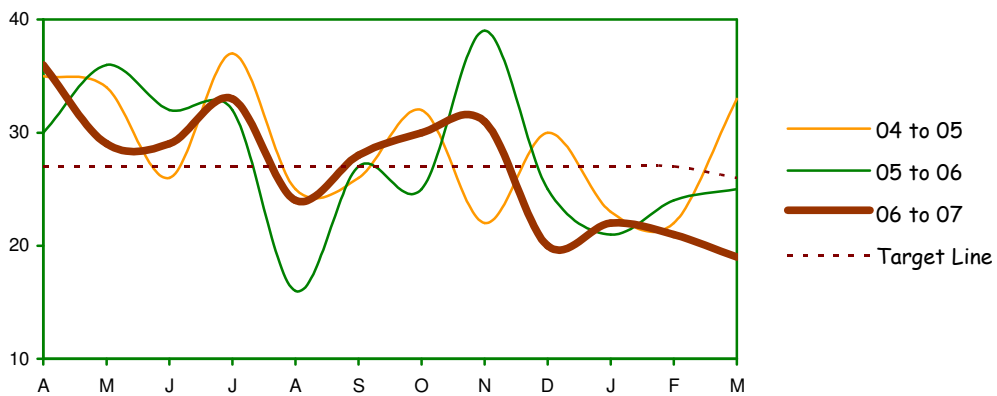
Target = 12 X 140 = 1680

Accidental fires in dwellings



Target = (6 X 40) + (6 X 41) = 486

Fires in non-domestic properties



Target = (11 X 27) + (1 X 26) = 323

COMMENTARY ON PRIMARY FIRES IN 2006-07

Primary fires in 2006-07 increased in North Wales by 4, compared to 2005-06, so the target reduction of 60 fires (3.4%) was not achieved. This can be attributed to the increase of 68 deliberate primary fires. Whilst the number of *accidental* primary fires fell by 5.9%, the number of *deliberate* primary fires increased by 10.3%.

In the year, deliberate primary fires accounted for 42% of all primary fires, compared to 38% of all primary fires in 2005-06.

There were reductions in accidental primary fires in six out of seven county areas, but in Wrexham and Flintshire this improvement was cancelled out by an increase in deliberate primary fires. In Gwynedd and Denbighshire, however, there were reductions in both accidental and deliberate primary fires. Only in Anglesey was there an increase in both accidental and deliberate primary fires.

	All Primary fires			Deliberate Primary fires			Accidental primary fires		
	2005-06	2006-07	Change	2005-06	2006-07	Change	2005-06	2006-07	Change
N. Gwynedd	210	187	-11.0%	76	66	-13.2%	134	121	-9.7%
S. Gwynedd	90	80	-11.1%	21	18	-14.3%	69	62	-10.1%
Wrexham	416	456	+9.6%	222	274	+23.4%	194	182	-12.0%
Flintshire	353	363	+2.8%	109	138	+26.6%	244	225	-7.8%
Conwy	267	262	-1.9%	82	91	+11.0%	185	171	-7.6%
Denbighshire	248	227	-8.5%	110	91	-17.3%	138	136	-1.4%
Anglesey	155	168	+8.4%	38	48	+26.3%	117	120	+2.6%
All Areas	1739	1743	+0.2%	658	726	+10.3%	1081	1017	-5.9%

% of primary fires that are deliberate			
	2005-06	2006-07	Change in % points
N. Gwynedd	36%	35%	-1
S. Gwynedd	23%	23%	0
Wrexham	53%	60%	+7
Flintshire	31%	38%	+7
Conwy	31%	35%	+4
Denbighshire	44%	40%	-4
Anglesey	25%	29%	+4
All Areas	38%	42%	+4

Accidental primary fires in dwellings in 2006-07 fell in North Wales by 45 (9.8%), compared to the previous year, beating the target of a 3% reduction. Improvement was seen in five out of seven county areas.

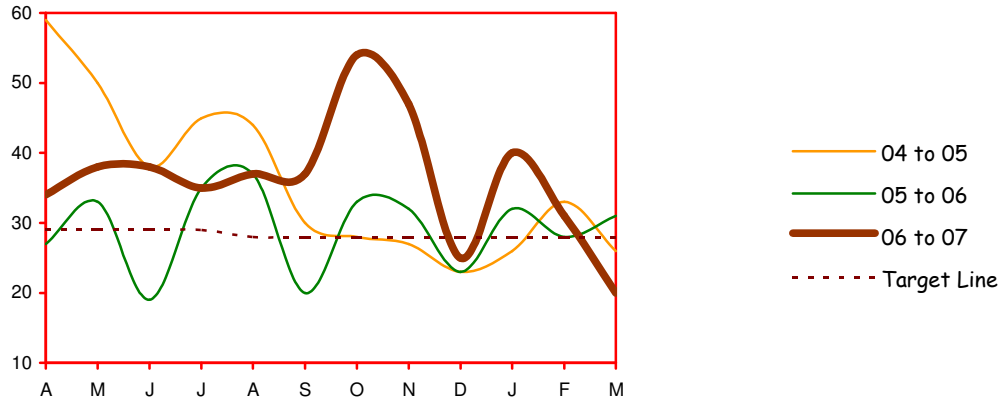
Accidental primary fires in dwellings only			
	2005-06	2006-07	Change
N. Gwynedd	61	59	-3.3%
S. Gwynedd	29	25	-13.8%
Wrexham	87	80	-8.0%
Flintshire	102	75	-26.5%
Conwy	94	84	-10.6%
Denbighshire	69	69	0%
Anglesey	57	58	+1.8%
All Areas	499	450	-9.8%

Primary fires in non-domestic properties also fell in 2006-07, by 12 (3.6%), beating the year's 3% reduction target. Improvement was seen in four out of seven county areas, but Gwynedd and Denbighshire experienced increases of around 20%.

Primary fires in non-domestic properties			
	2005-06	2006-07	Change
N. Gwynedd	35	42	+20.0%
S. Gwynedd	14	17	+21.4%
Wrexham	69	55	-20.3%
Flintshire	86	81	-5.8%
Conwy	58	48	-17.2%
Denbighshire	46	55	+19.6%
Anglesey	25	23	-8.0%
All Areas	333	321	-3.6%

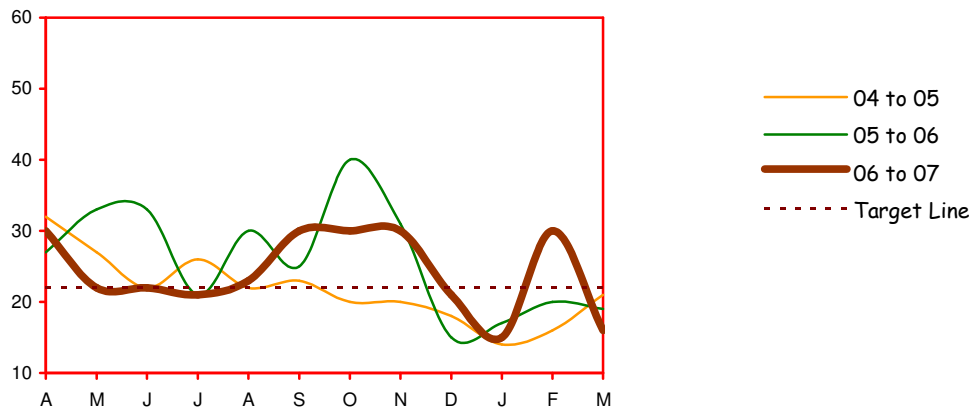
FIRES STARTED DELIBERATELY YEAR-ON-YEAR COMPARISONS

Deliberate primary fires in vehicles



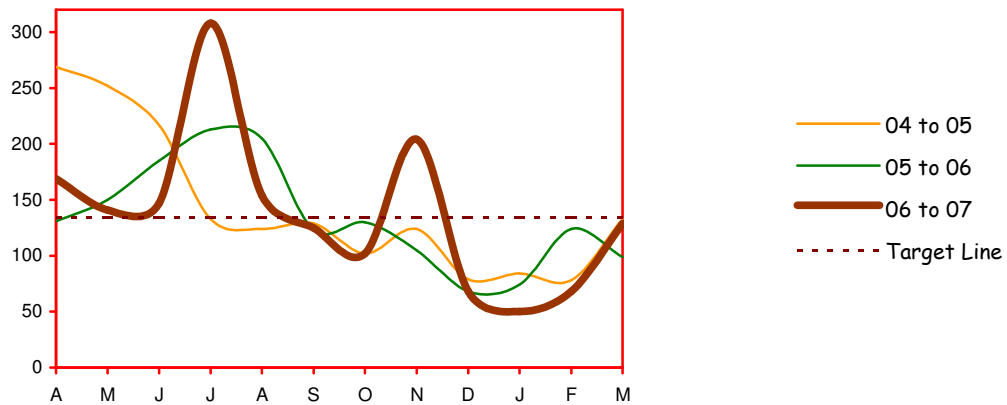
$\hat{Target} = (4 \times 28) + (8 \times 28) = 340$

Deliberate primary fires other than those in vehicles



$\hat{Target} = 12 \times 22 = 264$

Deliberate secondary fires other than those in vehicles



$\hat{Target} = 12 \times 134 = 1608$

COMMENTARY ON FIRES STARTED DELIBERATELY IN 2006-07

Deliberate primary fires increased in 2006-07 by 68 (10.3%), and **deliberate secondary fires** increased by 30 (1.8%), giving an overall increase in the number of deliberate fires of 98 (4.2%).

The target reductions in deliberate primary and secondary fires have therefore not been achieved, except in relation to deliberate secondary fires in vehicles, which fell from 32 to 15 in the year.

When averaged out over the year, the Service attends between six and seven deliberate fires per day.

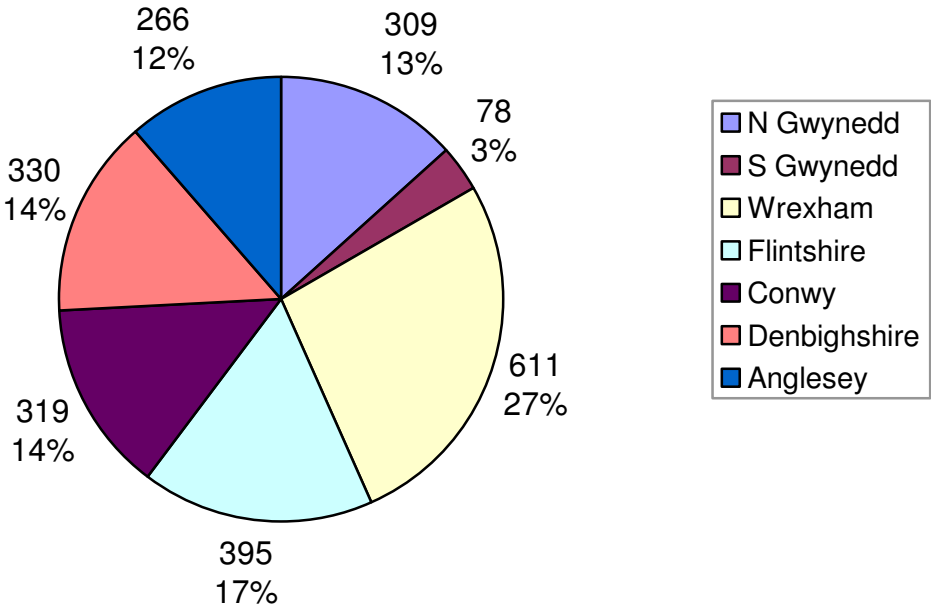
Deliberate primary fires in vehicles increased by 86 (24.6%). Wrexham had the highest number of deliberate primary fires in vehicles, with 67 (49.3%) more than in 2005-06.

	Deliberate Primary Fires (excl. those in vehicles)			Deliberate Primary Fires (in vehicles only)		
	2005-06	2006-07	Change	2005-06	2006-07	Change
N. Gwynedd	38	37	-2.6%	38	29	-23.7%
S. Gwynedd	12	13	+8.3%	9	5	-44.4%
Wrexham	86	71	-17.4%	136	203	+49.3%
Flintshire	52	57	+9.6%	57	81	+42.1%
Conwy	42	55	+31.0%	40	36	-10.0%
Denbighshire	60	39	-35.0%	50	52	+4.0%
Anglesey	18	18	0.0%	20	30	+50.0%
All Areas	308	290	-5.8%	350	436	+24.6%

	Deliberate Secondary Fires (excl. those in vehicles)			Deliberate Secondary Fires (in vehicles only)		
	2005-06	2006-07	Change	2005-06	2006-07	Change
N. Gwynedd	225	237	+5.3%	8	0	-100.0%
S. Gwynedd	56	54	-3.6%	1	1	0.0%
Wrexham	387	443	+14.5%	2	4	+100.0%
Flintshire	270	280	+3.7%	16	7	-56.3%
Conwy	235	320	+36.2%	2	0	-100.0%
Denbighshire	218	168	-22.9%	2	3	+50.0%
Anglesey	227	163	-28.2%	1	0	-100.0%
All Areas	1618	1665	+2.9%	32	15	-53.1%

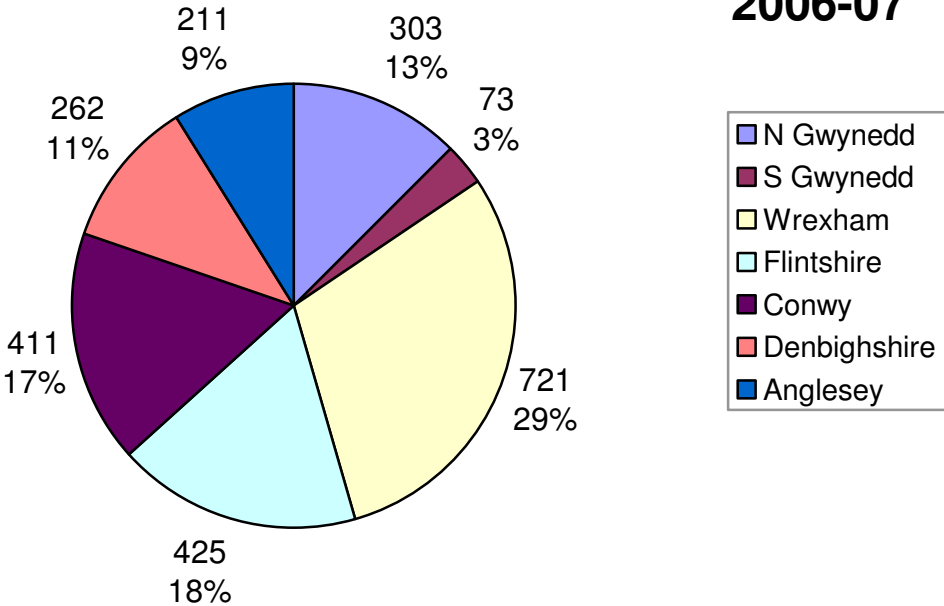
	All deliberate fires		
	2005-06	2006-07	Change
N. Gwynedd	309	303	-1.9%
S. Gwynedd	78	73	-6.4%
Wrexham	611	721	+18.0%
Flintshire	395	425	+7.6%
Conwy	319	411	+28.8%
Denbighshire	330	262	-20.6%
Anglesey	266	211	-20.7%
All Areas	2308	2406	+4.2%

2005-06



Deliberate fires in the county areas of North Wales in 2005-06 (above) and 2006-07 (below) showing the actual number and the percentage of the total.

2006-07



DEATHS, INJURIES AND ESCAPES

FOR REFERENCE						
NUMBERS:						
BVPI		Q1	Q2	Q3	Q4	YEAR
BV143(i)	Deaths from accidental fires in dwellings	2	4	2	2	10
BV143(ii)	Injuries from accidental fires in dwellings	5	10	9	12	36
BV208	The percentage of people who escaped unharmed from accidental fires in dwellings without fire and rescue service assistance at the fire	87%	87%	92%	84%	88%
COMPARED TO LAST YEAR:						
[↑ = more this year; ↓ = fewer this year; → = same both years]						
[Green = improvement; Red = deterioration; Amber = no change]						
BVPI		Q1	Q2	Q3	Q4	YEAR
BV143(i)	Deaths from accidental fires in dwellings	↑	↑	↑	↑	↑
BV143(ii)	Injuries from accidental fires in dwellings	↓	↓	↓	→	↓
BV208	The percentage of people who escaped unharmed from accidental fires in dwellings without fire and rescue service assistance at the fire	↓%	↑%	↑%	↑%	↑%
	** Injuries are calculated differently after 01/04/2005					

ON OR OFF TARGET:		
☺ = on target ☹ = off target		
BVPI		YEAR
BV143(i)	Deaths from accidental fires in dwellings	☹
BV143(ii)	Injuries from accidental fires in dwellings	☺
BV208	The percentage of people who escaped unharmed from accidental fires in dwellings without fire and rescue service assistance at the fire	☺

COMMENTARY ON DEATHS, INJURIES AND ESCAPES FROM FIRES

Despite the reduction in the number of accidental fires in dwellings this year, ten people nevertheless lost their lives in nine separate fires between April 2006 and March 2007. The victims were five women, three men and two boys aged under 5. This year's target of three has not been met.

Of the 1018 people who were caught up in accidental fires in dwellings, 895 (87.9%) were able to leave safely without being harmed and without having to wait for a fire crew to rescue or assist them out of the building. Of the 123 who were not able to do so, 36 sustained actual injuries.

In 2006-07, the number of people who suffered injuries in accidental fires in dwellings, was 26 (41.9%) lower than in the previous year. Averaging 3 per month, this was well within the year's target reduction of 3%.

FALSE ALARMS

FOR REFERENCE

NUMBERS:						
BVPI		Q1	Q2	Q3	Q4	YEAR
BV146i	Malicious false alarms not attended	187	153	104	108	552
BV146ii	Malicious false alarms attended	39	37	45	44	165
LI 149	False alarms from AFA's in all property types	649	898	735	667	2949
BV149i	False Alarms from AFAs in non-domestic properties	443	658	522	469	2092
BV149ii	Non-domestic properties that had more than 1 attendance due to false alarms from AFAs	87	117	81	57	342
BV149iii	The percentage of calls to properties with more than one attendance to a false alarm from an AFA in the reporting year	60%	87%	87%	87%	81%

COMPARED TO LAST YEAR:

[↑ = more this year; ↓ = fewer this year; → = same both years]

[Green = improvement; Red = deterioration; Amber = no change]

BVPI		Q1	Q2	Q3	Q4	YEAR
BV146i	Malicious false alarms not attended	→	↓	↓	↓	↓
BV146ii	Malicious false alarms attended	↓	↓	↓	↓	↓
LI 149	False alarms from AFAs in all property types	↓	→	↓	↑	↓
BV149i	False Alarms from AFAs in non-domestic properties	↓	↓	↓	↓	↓
BV149ii	Non-domestic properties that had more than 1 attendance due to false alarms from AFAs	↓	↓	↓	↓	↓
BV149iii	The percentage of calls to properties with more than one attendance to a false alarm from an AFA in the reporting year	↓	↓	↓	↓	↓

ON OR OFF TARGET:

😊 = on target ☹️ = off target

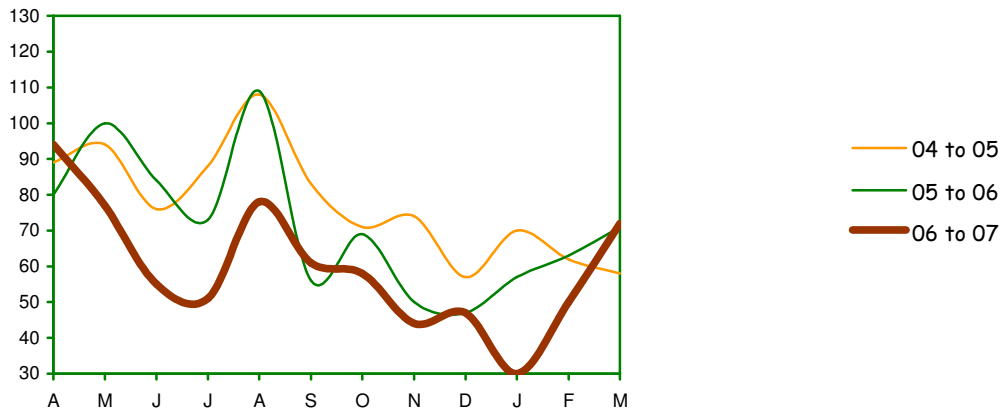
BVPI		YEAR
BV146i	Malicious false alarms not attended	😊
BV146ii	Malicious false alarms attended	😊
LI 149	False alarms from AFAs in all property types	☹️
BV149i	False Alarms from AFAs in non-domestic properties	😊
BV149ii	Non-domestic properties that had more than 1 attendance due to false alarms from AFAs	☹️
BV149iii	The percentage of calls to properties with more than one attendance to a false alarm from an AFA in the reporting year	😊

¹ AFA = Automatic Fire Alarm

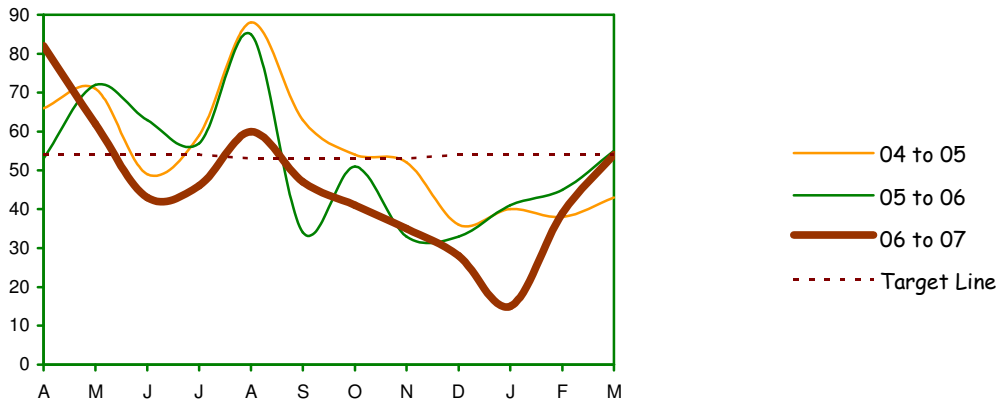
FALSE ALARMS

YEAR-ON-YEAR COMPARISONS

All Malicious False Alarms Received by Control

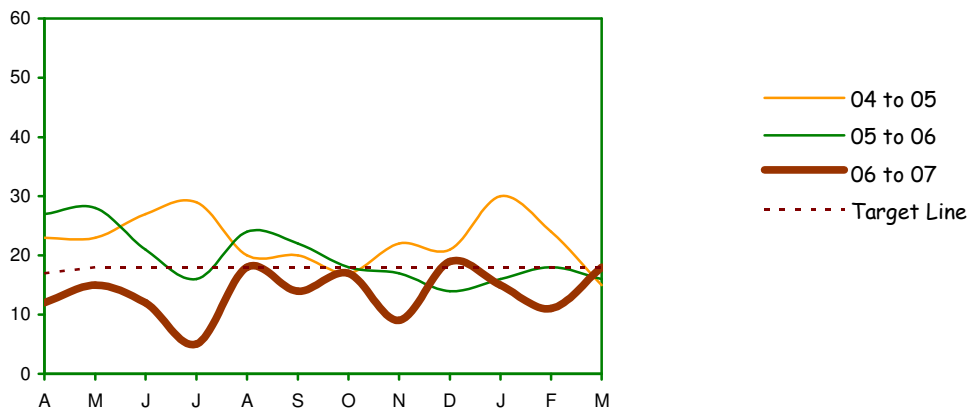


Malicious False Alarms Not Attended



Target = (8 X 54) + (4 X 53) = 644

Malicious False Alarms Attended



Target = (1 X 17) + (11 X 18) = 215

COMMENTARY ON MALICIOUS FALSE ALARMS

142 (16.5%) fewer **malicious false alarms** were received by Control in 2006-07 than in the previous year.

Of the 717 that were received (almost 2 per day), 165 (23%) resulted in fire crews being mobilised. Many of the remaining 644 were successfully challenged by Control operators before any unnecessary mobilisation took place. This is within the year's target of not attending 75% of malicious false alarms received.

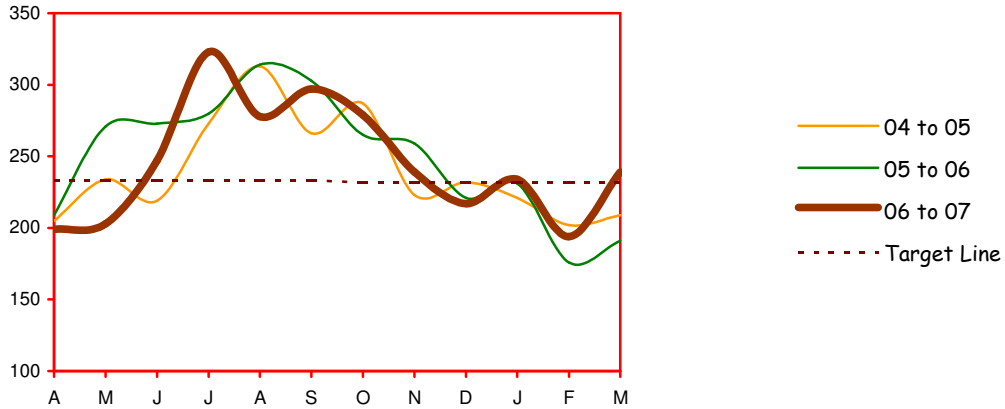
There was a 33.3% reduction in the number of malicious false alarms attended in 2006-07, compared to the previous year. There was improvement for all county areas, including North Gwynedd which had previously been problematic.

	Malicious False Alarms Attended		
	2005-06	2006-07	Change
N. Gwynedd	68	36	-47.1%
S. Gwynedd	6	2	-66.7%
Wrexham	32	22	-31.3%
Flintshire	37	21	-43.2%
Conwy	41	31	-24.4%
Denbighshire	34	33	-2.9%
Anglesey	19	13	-31.6%
All Areas	237	158	-33.3%

FALSE ALARMS FROM AUTOMATIC FIRE DETECTION APPARATUS (AFA)

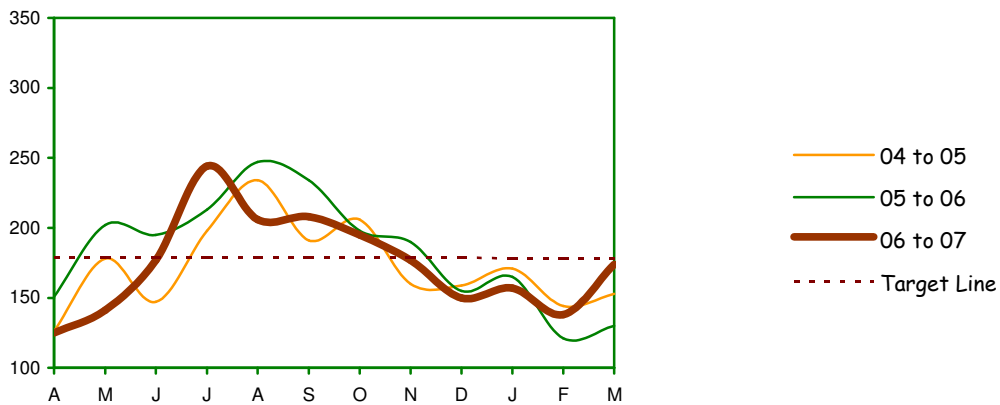
YEAR-ON-YEAR COMPARISONS

False Alarms from AFAs in all Property Types



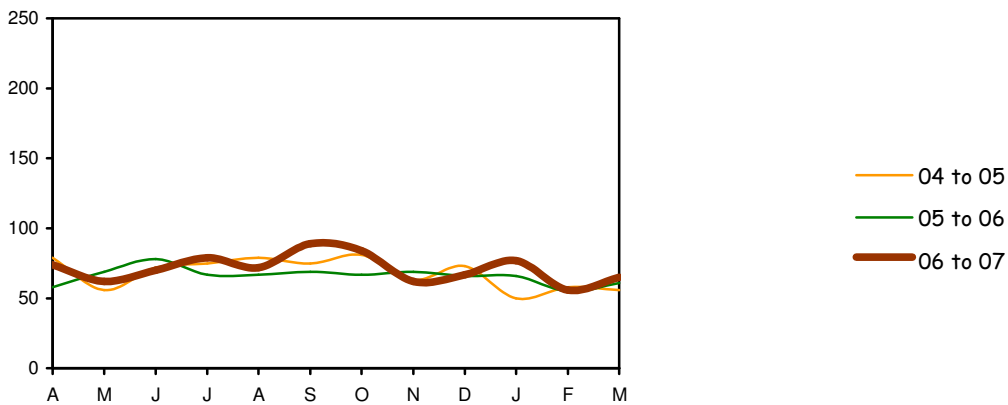
$$\uparrow \text{Target} = (6 \times 233) + (6 \times 232) = 2790$$

False Alarms from AFAs in Non-Domestic Properties



$$\uparrow \text{Target} = (9 \times 179) + (3 \times 178) = 2145$$

False Alarms from AFAs in Domestic Properties



COMMENTARY ON FALSE ALARMS FROM AUTOMATIC FIRE ALARMS (AFAs)

In 2006-07, the number of **AFA false alarms from all types of properties** that were attended by the Service fell by 44 (1.5%). However, the number remains high for the year (2,949), and still accounts for eight unnecessary mobilisations per day.

Of all the AFA false alarms, 2092 (71%) came from **non-domestic properties**: this is 53 better than the year's target.

The greatest improvement was in North Gwynedd, where 126 fewer AFA false alarm calls were made during the year, compared to the previous year.

	AFA false alarms attended in non-domestic properties		
	2005-06	2006-07	Change
N. Gwynedd	550	424	-22.9%
S. Gwynedd	88	89	+1.1%
Wrexham	390	424	+8.7%
Flintshire	347	314	-9.5%
Conwy	380	395	+3.9%
Denbighshire	304	321	+5.6%
Anglesey	140	125	- 10.7%
All Areas	2199	2092	-4.9%

The number of **non-domestic premises generating repeat AFA false alarms** during the year fell by just one, compared to 2005-06, which was not enough to meet the target.

As well as experiencing an increase in fires in non-domestic properties, Denbighshire also had the greatest increase in the number of those premises producing repeat false alarms from AFAs.

	Non-domestic properties attended more than once during the year following an AFA False Alarm		
	2005-06	2006-07	Change
N. Gwynedd	81	69	-14.8%
S. Gwynedd	18	19	+5.6%
Wrexham	57	59	+3.5%
Flintshire	72	66	-8.3%
Conwy	54	58	+7.4%
Denbighshire	43	57	+32.6%
Anglesey	18	14	-22.2%
All Areas	343	342	-0.3%

The 342 non-domestic premises that generated more than one AFA false alarm during 2006-07 were responsible for generating a total of 1703 out of the 2092 received.

To summarise, therefore:

During the year, the Service attended 389 premises just once, and 342 premises more than once, making a total of 731 different premises.

The premises that were attended more than once – 46.7% of the total - produced 81.4% of all the AFA false alarms.

Non-domestic premises attended due to false alarms from AFAs 2006-07				
	(a)	(b)	(c)	(d)
	All premises attended	Premises attended more than once	All AFA false alarms attended	AFA false alarms from the premises in (b)
N. Gwynedd	137	69	424	356
	100%	50.4%	100%	84.0%
S. Gwynedd	44	19	89	64
	100%	43.2%	100%	72.0%
Wrexham	131	59	424	352
	100%	45.0%	100%	83.0%
Flintshire	153	66	314	231
	100%	43.1%	100%	73.6%
Conwy	131	58	395	322
	100%	44.3%	100%	81.5%
Denbighshire	95	57	321	283
	100%	60.0%	100%	88.2%
Anglesey	44	14	125	95
	100%	32.0%	100%	76.0%
All Areas	731	342	2092	1703
	100%	46.8%	100%	81.4%

In Anglesey, just under a third of the premises attended were responsible for producing three-quarters of the false alarms.

In Denbighshire, 60% of non-domestic premises attended because of a false alarm from its AFA will be/will have been attended more than once.

SMOKE ALARMS

FOR REFERENCE

NUMBERS:						
BVPI		Q1	Q2	Q3	Q4	YEAR
BV209i	The percentage of fires in dwellings where a smoke alarm had activated	51%	49%	47%	56%	51%
BV209ii	The percentage of fires in dwellings where a smoke alarm was fitted, but did not activate	16%	16%	12%	17%	15%
BV209iii	The percentage of fires in dwellings where no smoke alarm was fitted	33%	32%	32%	22%	29%
COMPARED TO LAST YEAR:						
[↑ = more this year; ↓ = fewer this year; → = same both years]						
[Green = improvement; Red = deterioration; Amber = no change]						
BVPI		Q1	Q2	Q3	Q4	YEAR
BV209i	The percentage of fires in dwellings where a smoke alarm had activated	↑	↑	→	↑	↑
BV209ii	The percentage of fires in dwellings where a smoke alarm was fitted, but did not activate	↓	↓	↓	↓	↓
BV209iii	The percentage of fires in dwellings where no smoke alarm was fitted	↓	↓	↑	↓	↓
ON OR OFF TARGET:						
☺ = on target ☹ = off target						
BVPI						YEAR
BV209i	The percentage of fires in dwellings where a smoke alarm had activated					☺
BV209ii	The percentage of fires in dwellings where a smoke alarm was fitted, but did not activate					☺
BV209iii	The percentage of fires in dwellings where no smoke alarm was fitted					☺

COMMENTARY ON SMOKE ALARM OWNERSHIP

In 2006-07, 525 dwelling fires were attended – 450 accidental and 75 deliberate.

Of the 525, 267 (50.9%) had a smoke detector that activated properly, 79 (15%) had a smoke detector but it did not activate properly, and 154 (29.3%) had no smoke detector. The remaining 25 (4.7%) had fire or heat detectors instead of smoke detectors.

The improvement targets for all three elements of this indicator were therefore achieved.

Smoke alarms in dwelling fires 2005-06						
	Dwelling fires	Working smoke alarm	Non-working smoke alarm	No smoke alarm	Heat/fire alarm	
N. Gwynedd	69	40.6%	20.3%	37.7%	1.4%	
S. Gwynedd	29	44.8%	10.3%	44.8%	0	
Wrexham	120	50.0%	16.7%	33.3%	0	
Flintshire	113	43.4%	19.5%	36.3%	0.7%	
Conwy	104	50.0%	17.3%	30.8%	1.9%	
Denbighshire	79	48.1%	25.3%	24.1%	2.5%	
Anglesey	63	39.7%	27.0%	31.8%	1.5%	
All Areas	577	45.9%	20.1%	32.7%	1.3%	

Smoke alarms in dwelling fires 2006-07						
	Dwelling fires	Working smoke alarm	Non-working smoke alarm	No smoke alarm	Heat/fire alarm	% change in working smoke alarms
N. Gwynedd	62	37.1%	21.0%	33.9%	8.0%	- 3.5
S. Gwynedd	26	46.2%	11.5%	42.3%	0	+1.4
Wrexham	105	61.5%	9.6%	26.9%	2.0%	+11.5
Flintshire	91	58.2%	13.2%	25.3%	3.3%	+14.8
Conwy	99	50.5%	15.2%	26.3%	8.0%	+0.5
Denbighshire	78	43.6%	18.0%	32.1%	6.3%	-4.5
Anglesey	64	50.0%	18.8%	29.7%	1.5	+10.3
All Areas	525	50.9%	15.1%	29.3%	4.7%	+5.0

In five county areas, there was an increase in the percentage of dwelling fires attended where there was a working smoke alarm that activated; and this despite a reduction in the number of dwelling fires.

SICKNESS ABSENCE AND INVOICE PAYMENT

FOR REFERENCE						
NUMBERS:						
BVPI		Q1	Q2	Q3	Q4	YEAR
BV12i	Average number of working days/shifts lost to sickness absence per person by wholetime uniformed staff, including Control staff	2.50	1.43	1.56	1.71	7.22
BV12ii	Average number of working days/shifts lost to sickness absence per person by all staff (excluding those on the retained duty system)	2.48	1.69	2.12	2.26	8.56
BV8	The percentage of undisputed invoices for commercial goods and services that were paid in under 30 days	74%	80%	80%	85%	80%
COMPARED TO LAST YEAR:						
[↑ = more this year; ↓ = fewer this year; → = same both years]						
[Green = improvement; Red = deterioration; Amber = no change]						
BVPI		Q1	Q2	Q3	Q4	YEAR
BV12i	Average number of working days/shifts lost to sickness absence per person by wholetime uniformed staff, including Control staff	↓	↓	↓	↓	↓
BV12ii	Average number of working days/shifts lost to sickness absence per person by all staff (excluding those on the retained duty system)	↓	↓	↓	↓	↓
BV8	The percentage of undisputed invoices for commercial goods and services that were paid in under 30 days	↓	↓	↓	↓	↓
ON OR OFF TARGET:						
☺ = on target ☹ = off target						
BVPI						YEAR
BV12i	Average number of working days/shifts lost to sickness absence per person by wholetime uniformed staff, including Control staff					☹
BV12ii	Average number of working days/shifts lost to sickness absence per person by all staff (excluding those on the retained duty system)					☹
BV8	The percentage of undisputed invoices for commercial goods and services that were paid in under 30 days					☹

COMMENTARY ON SICKNESS ABSENCE

In 2006-07, 3,699 days/shifts that were programmed to be worked were lost due to sickness absence. (This does not include Retained Duty System staff.)

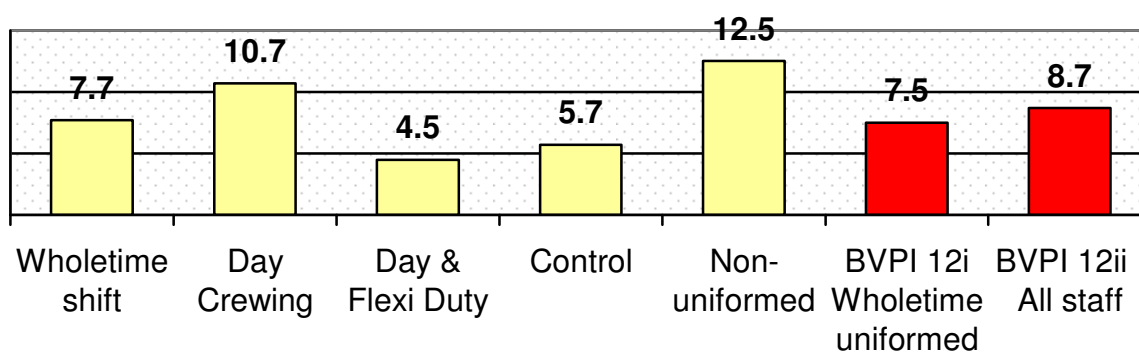
When averaged across a workforce of 423, this equates to 8.7 days/shifts per person.

This compares with 9.8 days/shifts per person in 2005-06, 12.2 in 2004-05, 11.2 in 2003-04, and 11.9 in 2002-03.

The highest incidence of sickness absence was amongst non-uniformed staff, who lost 3.9 days per person to short term sickness, and 8.5 days per person to long term sickness.

This year's target of 6.5 days/shifts per person has not been met.

Average number of days/shifts lost per person 2006-07



	Average number of staff in category	Working days/shifts lost to:		Total
		Short Term Sickness Absence	Long Term Sickness Absence	
Wholetime Shift	128	445	534	979
Day Crewing	80.3	295	562	857
Day & Flexi Duty	83.6	204	174	378
Control	22.2	79	47	126
Non-uniformed	109	428	931	1359
All Staff	423.1	1451	2248	3699

PAYMENT OF INVOICES

In 2006-07, 9,445 invoices were handled, of which 125 were non-commercial and 101 were in dispute beyond the 30 days. Of the remaining 9,219 invoices, 7,283 (79%) were paid in under 30 days.

This year's target of 95% has not been met.

