

West Sussex Fire and Rescue Service Performance Report Quarter 1 2023/24

Deputy Chief Fire Officer

Mark Andrews

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Strategic Performance Board Quarterly Report

Quarter 1 2023-2024

The aim of the Quarterly Performance Report is to summarise how West Sussex Fire & Rescue Service/Directorate has performed over the previous three months, and to capture how performance contributes cumulatively to the year-end performance outcomes.

The report retrospectively presents information from the Performance and Assurance Framework (PAF) including the core measures and targets for the year which are current at the time of publishing. The report contains performance across the four elements of the PAF, namely Service Provision, Corporate health and where appropriate, Priority Programmes and Risk.

The explanations, mitigations and actions contained within this report are those endorsed by the Service Executive Board (SEB).

This report covers data from the period of 1st April 2023 – 30th June 2023.

Cabinet Member Summary



It was a pleasure to see a significant milestone reached for the new Horsham Fire Station and Training Centre in this quarter. Contractors Wilmott Dixon handed over the keys to our Facilities Management team, marking the early completion of the construction phase and allowing for the commissioning of all the internal systems ready for the site to become operational.

April also saw all four of our day crewed fire stations go live with the new shift pattern marking another successful Community Risk Management Plan project delivered. Each station is now working a rota system that will provide immediate response cover seven days a week which promises an improvement in overall response times of 13 seconds to all incidents across West Sussex.

I am really pleased with the progress against this set of performance indicators which shows that the recommendations and interventions applied by the service are having a real and sustained effect.

Chief Fire Officer Summary



Culture and leadership remains a priority for the Service and this quarter we continued our leadership programme with a focus on coaching, grievances and discipline. The programme was supported by our annual staff Proud To Serve conference which we were delighted to host at the new training centre in Horsham. Colleagues heard from all the heads of service on previous successes and future challenges with a focus on sustained performance and improvement for the Service.

This quarter saw more good news with recruitment when we welcomed our latest new wholetime firefighters that joined the service after completing their 13-week training course. These new colleagues will provide further resilience to our crewing optimisation group which continues to help maintain good standards of fire cover for our county and contribute to the core measure performance reported.

The service was operationally busy with a particularly difficult road traffic collision and a significant fire in Burgess Hill at an industrial unit that required 10 fire engines and over 50 firefighters at the height of the incident. The tragic road traffic collision in Petworth was yet another reminder of the road risks in West Sussex and our prevention team remain focussed on road safety, hosting a drop in event for bikers to help raise awareness and share prevention messages to the biker community.

Performance Summary

Scrutiny Committee Members to note that an annual review of the core measures was undertaken prior to April 2023 to ensure that the service continued to use those most effective in indicating performance on the statutory functions and requirements of West Sussex Fire and Rescue Service. As a result of that review, the core measures and targets detailed in this report may differ from those reported in the previous year 2022-2023, as detailed in Appendix B.

At the end of Quarter 1 2023-24 the following performance against 30 core measures was recorded:

26 measures had a GREEN status, 3 were AMBER and 1 was RED.

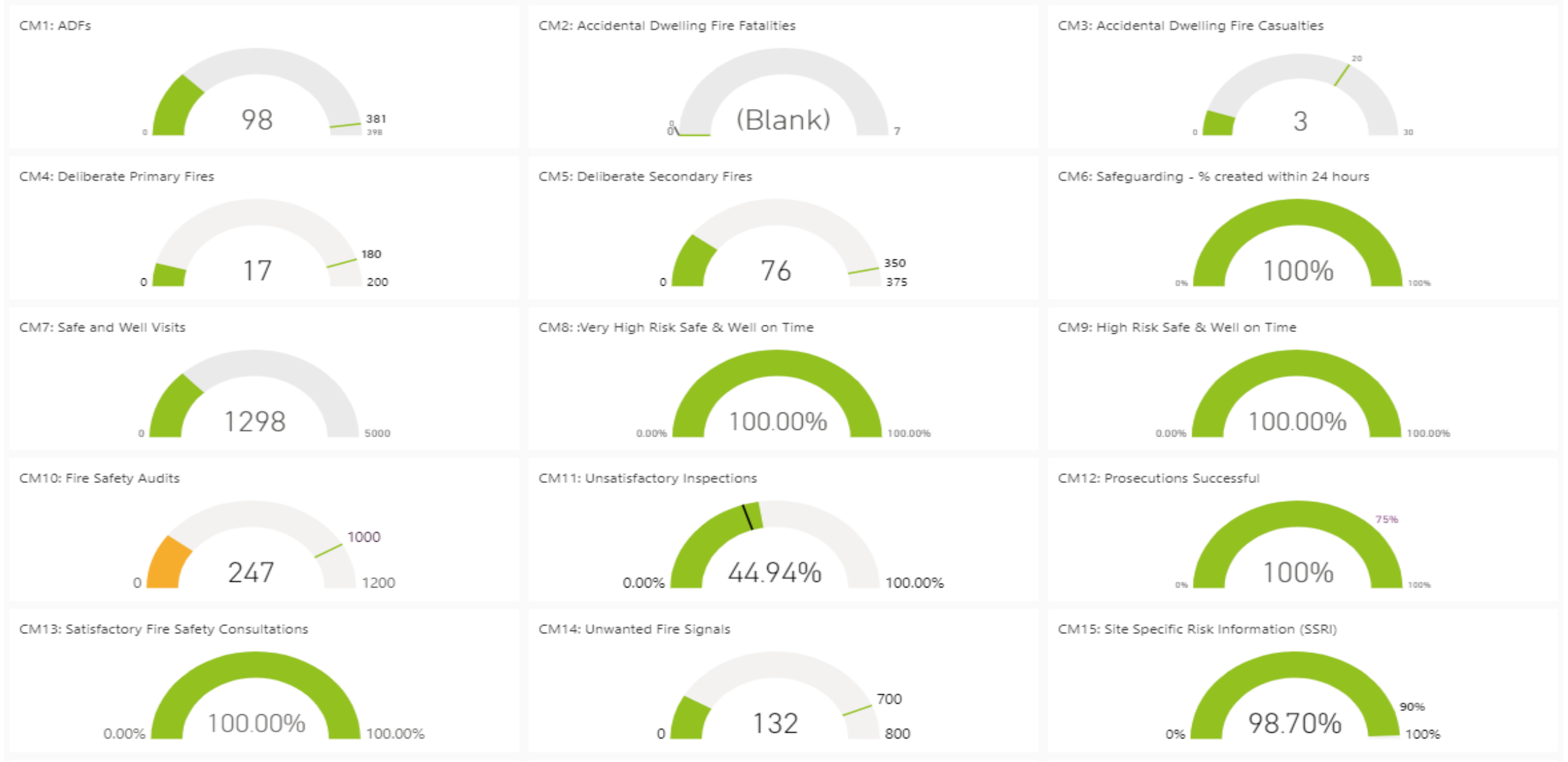
Of the 6 comparable measures that were RED or AMBER last quarter:

- 4 measures showed an improvement in performance and 2 a decline
- 3 measures changed from AMBER to GREEN status

Of the 16 comparable measures that were GREEN last quarter:

- 8 measures showed a decline and none showed improvement
- All measures remained GREEN status

Performance Summary for all core measures at the end of Quarter 1 (1 of 2):



Performance Summary for all core measures at the end of Quarter 1 (2 of 2):



Areas of Significant Improvement and Success

Quarter 1

(1st April – 30th June 2023)

Significant Improvement and Success

The Performance and Assurance Framework of which this report is a part of, has continued to demonstrate fire and rescue service performance and provide assurance to members and the public.

Quarter 1 saw sustained good performance in many areas, with the following measures showing particular success:

- CM2: Accidental Dwelling Fire Fatalities
- CM6: Safeguarding referrals made to Social Care colleagues in West Sussex County Council within 24 hours of discovery
- CM8: Very High Risk Safe and Well Visit referrals contacted within 1 working day
- CM9: High risk safe and well visit referrals contacted within 7 working days
- CM13: Building regulation consultations
- CM17: Time to alert the correct station of an emergency call
- CM26: Eligible staff with a successful fitness test
- CM30: Fleet Availability

Core Measure 2: Accidental Dwelling Fire Death in West Sussex over a year period starting from April

0 fire deaths at the end of Q1 2023-24

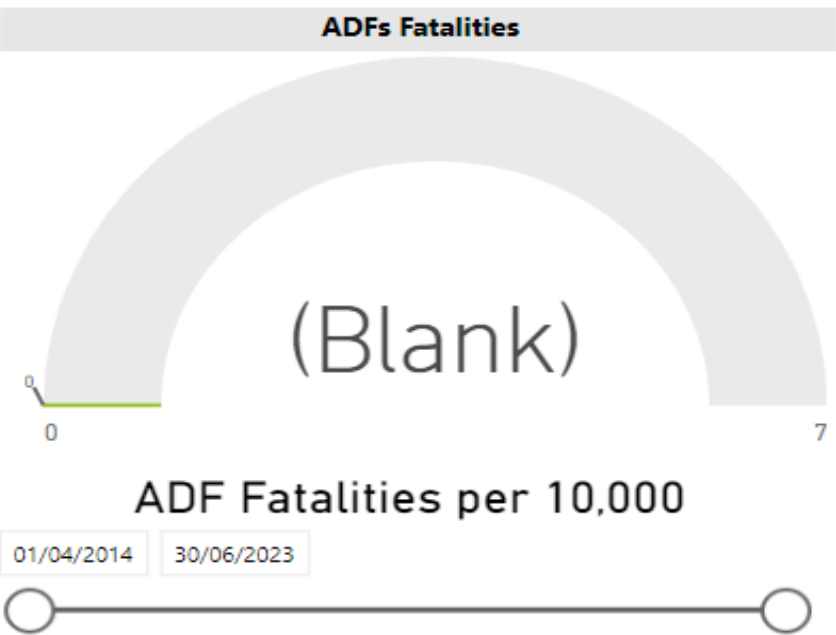
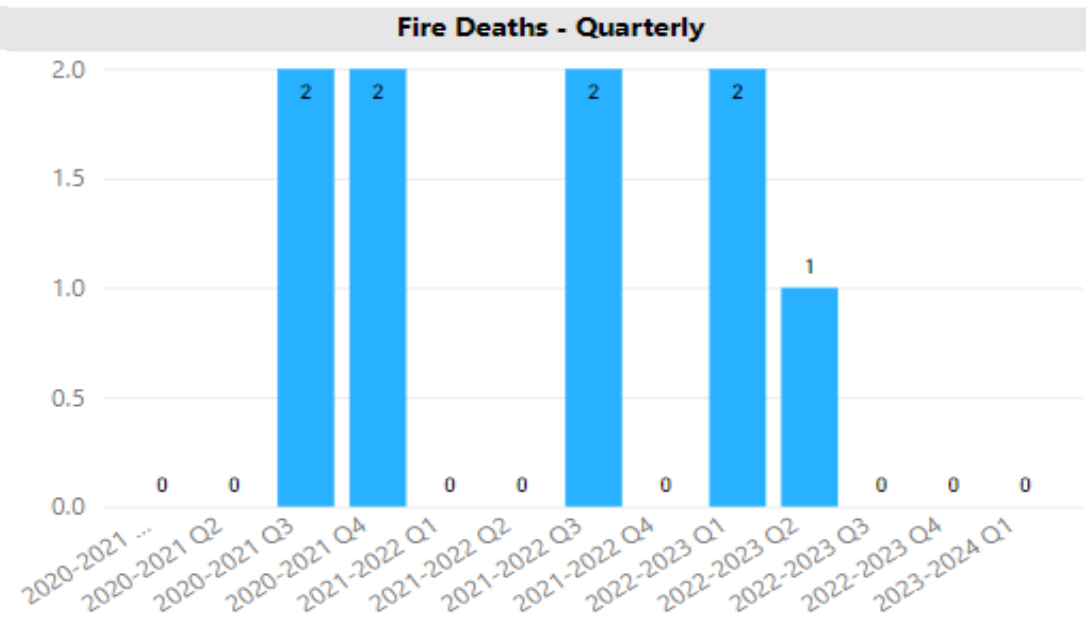
RAG Status GREEN

The total number of deaths that occur as a result of a Accidental Dwelling Fire. This includes a person whose death is attributed to a fire, even when the death occurs weeks or months later.

Annual Target:
 0 Green
 1-3 Amber
 >3 Red

Service Owner:
Nicki Peddle
 Area:
Incidents

Financial Year	Fatalities	Rate per 10,000
2015-2016	1	0.00
2016-2017	3	0.00
2017-2018	0	
2018-2019	1	0.01
2019-2020	0	
2020-2021	4	0.05
2021-2022	2	0.02
2022-2023	3	0.03
Total	14	0.00



National Average: 3 ADF Fatalities per 10,000 in 21/22

[More Information](#)

Commentary
 There were no fatal accidental dwelling fires (ADFs) in quarter 1. This is an improvement on the previous 2 years' first quarters.

Actions
 Treat: We will continue to raise fire risk awareness amongst all professionals who work with people who have high levels of fire risk.

Core Measure 6: Safeguarding referrals made to Social Care colleagues in West Sussex County Council within 24 hours of discovery

100% at the end of Q1 2023-24

RAG Status GREEN

Safeguarding referrals made to Social Care colleagues in West Sussex County Council within 24 hours of discovery over a year period starting from April. To ensure that safeguarding referrals are made in a timely manner for the protection of individuals considered at risk in West Sussex. This is the time taken from the Duty Officer or Safeguarding Coordinator being made aware of a safeguarding case, to the referral being made to the local authority.

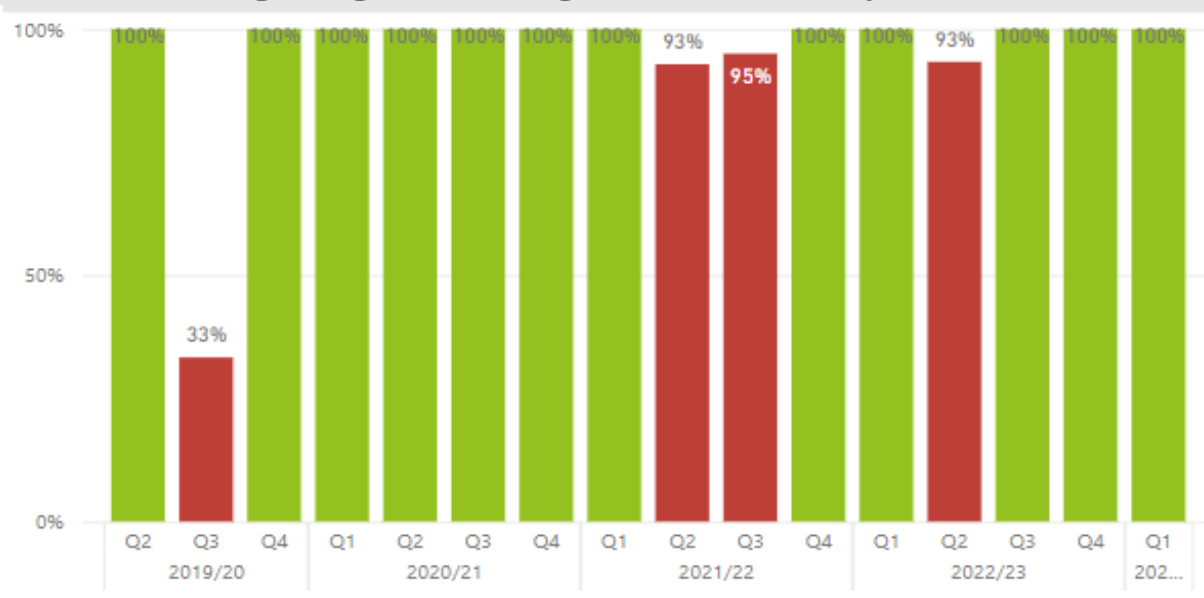
Annual Target:
 100% Green
 98% - 99.9% Amber
 <98% Red

Service Owner:
Nicki Peddle
 Area:
Prevention

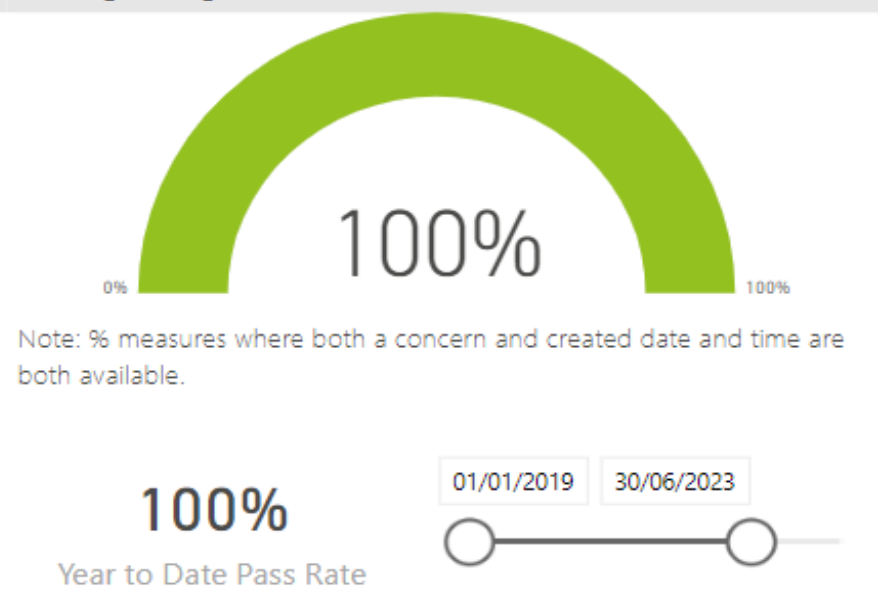
Safeguarding Process by Date Created

Financial Year	No	Yes	Total
Q1		14	14
April		6	6
May		5	5
June		3	3
Q2	1	14	15
July	1	6	7
August		3	3
September		5	5
Q3		12	12
October		4	4
November		3	3
December		5	5
Q4		10	10
January		8	8
February		1	1
March		1	1
Total	7	169	176

Safeguarding created withing 24 Hours of concern by FY Quarter



Safeguarding Created within 24 Hours of Concern Last Quarter



Commentary
 13 safeguarding referrals were made in quarter 1, all within the 24 hour target.

Actions
 Tolerate and monitor: We are confident that vulnerable people are getting the appropriate support that they immediately need. Mandatory safeguarding refresher training is provided to front line staff. Work remains ongoing to support local referral pathways to ensure our operational crews can seek support for vulnerable people where the concerns aren't covered by safeguarding.

Core Measure 8: Very high risk safe and well visit referrals contacted within 1 working day

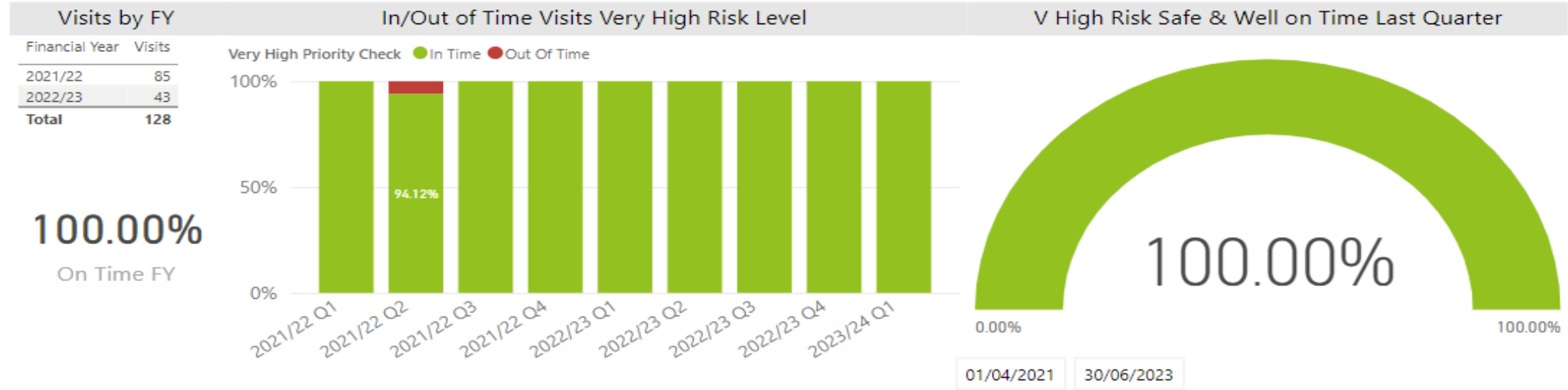
100% Q1 2023-24

RAG Status GREEN

The percentage of safe and well visit referrals for individuals assessed as very high risk (including where there has been a threat or incidence of arson) contacted within 1 working day. Target is 100% completed on time.

Annual Target:
 100% Green
 98% - 99.9% Amber
 <98% Red

Service Owner:
Nicki Peddle
 Area:
Prevention



[More Information](#)

Commentary

In quarter 1 there were 7 customers who were assessed as having a very high level of fire risk, 100% were contacted within 1 day and offered a visit.

Actions

Treat: Customers with very high levels of fire risk will always be a priority. We work closely with other organisations to help us identify them so we can arrange to visit them and mitigate the fire risk as far as is possible

Core Measure 9: High risk safe and well visit referrals contacted within 7 working days

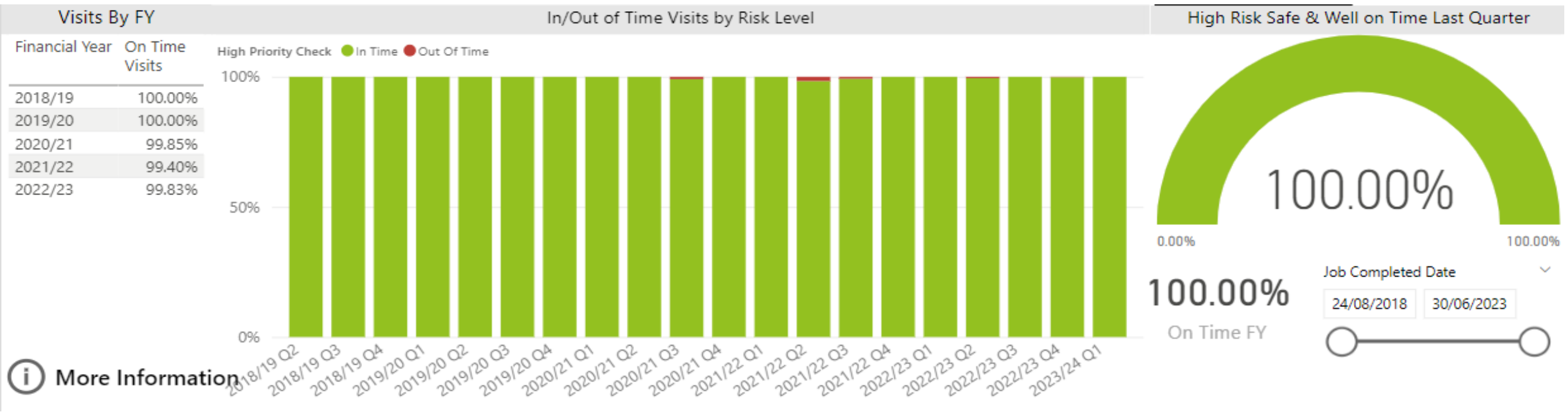
100% Q1 2023-24

RAG Status GREEN

The percentage of safe and well visit referrals for individuals assessed as high risk of dying or being injured in the event of a dwelling fire, contacted within 7 working days.

Annual Target:
100% Green
98% - 99.9% Amber
<98% Red

Service Owner:
Nicki Peddle
Area:
Prevention



[More Information](#)

Commentary
In quarter 1 there were 569 customers who were assessed as having a high level of fire risk, and 100% were contacted within 7 days and offered a visit.

Actions
Treat: We will continue to monitor and use the additional measures now in place to monitor timelines.

Core Measure 13: Building Regulations Consultations within 15 days

100% Q1 2023-24

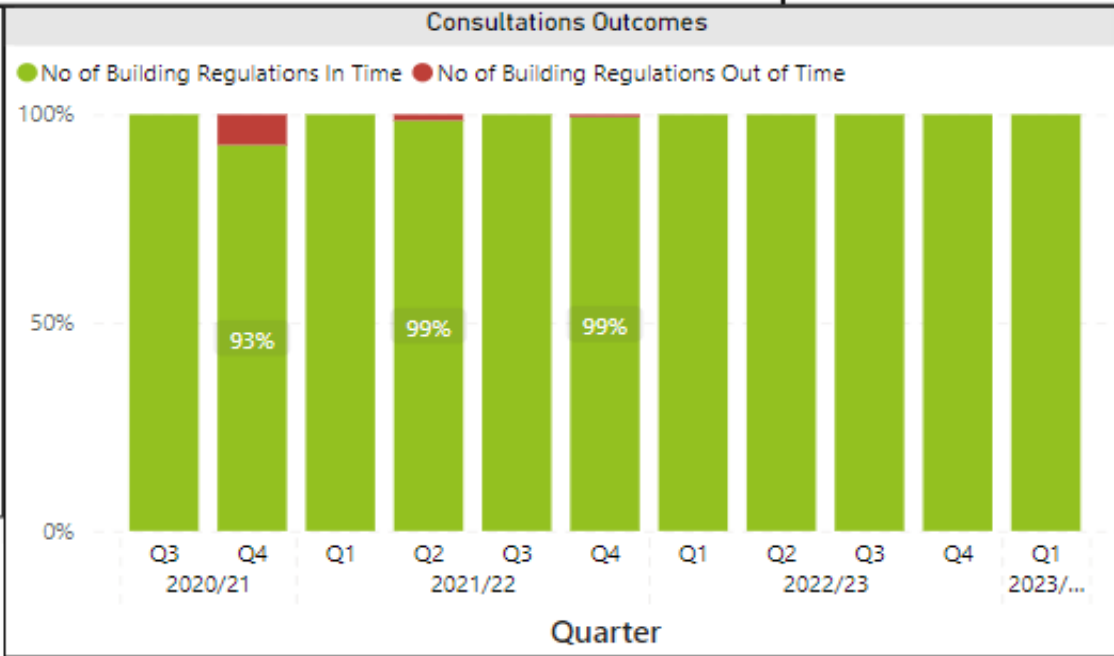
RAG Status GREEN

The percentage of Statutory Fire Safety consultations completed within the 15-day time period.

Annual Target:
> 100% Green, <100% Red

Service Owner:
Dave Bray
Area:
Protection

Financial Year	Building Regulations In Time	Building Regulations Out of Time
2020/21	164	10
2021/22	598	3
2022/23	576	
Q1	124	
Q2	137	
Q3	151	
Q4	164	
Total	1338	13



[Additional Information](#)

Last Refresh Date: 17/08/2023

Commentary
The team have continued to meet our statutory duty to respond to 100% of all building regulation consultations submitted to the FRS within 15 working days.

Actions
Tolerate: We will continue to focus upon this measure as a departmental priority.

Core Measure 17: Average time between Joint Fire Control Room receiving the emergency call and the station being notified

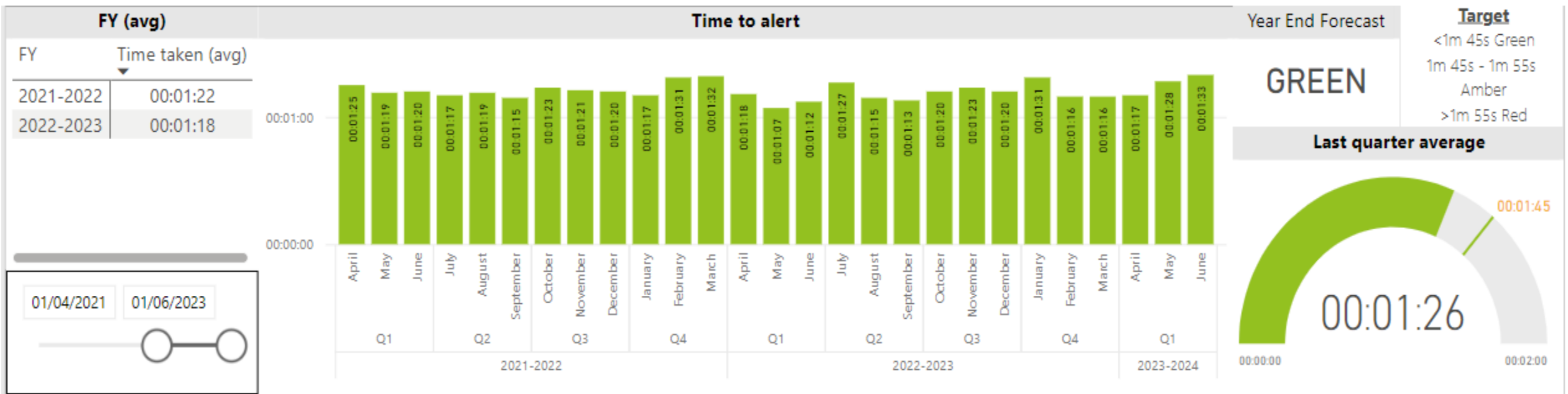
00:01:26 Q1 2023-24

RAG Status GREEN

This measure looks at the time taken from when the Surrey/West Sussex Joint Fire Control Room Operator answers a 999 call to when the nearest fire station/engine is alerted to the incident (station end activation). The target is that emergency incidents are alerted within 1 minute 45 seconds of the Surrey/West Sussex Joint Fire Control Room receiving the call.

Annual Target:
 <1m 45s Green
 1m 45s - 1m 55s Amber
 >1m 55s Red

Service Owner:
Dave Bray
Area:
Protection



Commentary
 The new way of recording this data has now taken effect and it shows that the average time to alert for Quarter 1 is 1m26 seconds. This is under the threshold of 1m45s and faster than the national average for fires.

Actions
 Treat: Whilst this is positive against the target, it is also the worst performance since Quarter 4 2021/22. Quarter 1 for 2022/23 was 1m13 seconds and therefore we will address this with our Fire Control to ensure that the time to mobilise our resources is as low as possible.

Core Measure 26: Eligible staff with a successful fitness test

**96.33% Q1
2023-24**

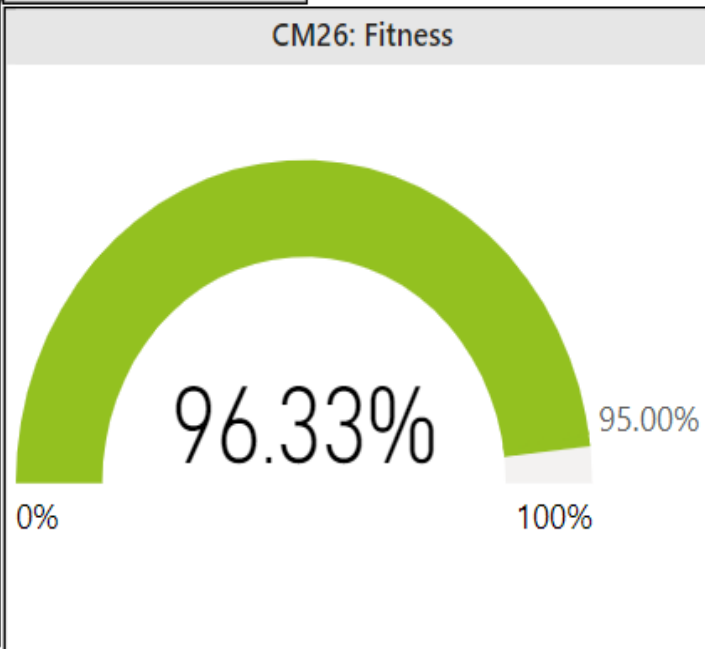
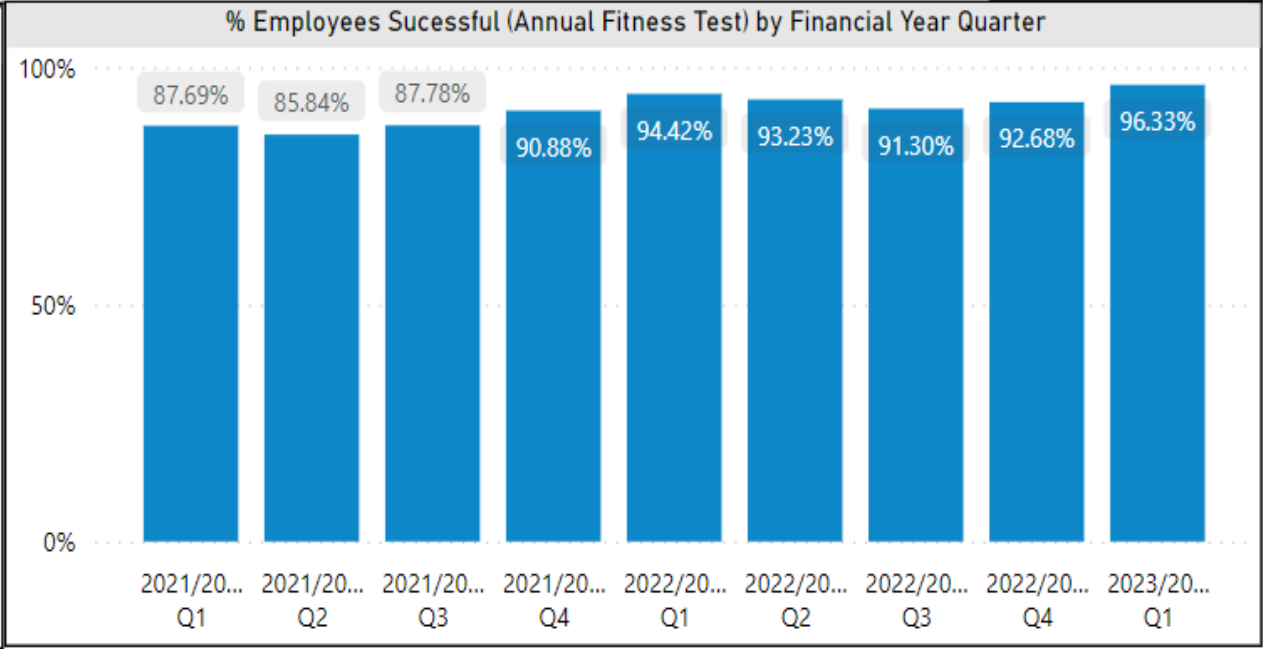
**RAG Status
GREEN**

Fitness is important to the FRS as the work they do can be arduous and challenging. The service is required to have a fitness standard and to test all operational employees. This measure reflects the percentage of eligible employees who have completed and successfully passed their fitness test. Staff who are long term sick, on secondment, on sabbatical, maternity leave, unpaid leave, compassionate leave or alternative duties are excluded from this measure.

Annual Target:
Green -- >95%
Amber -- >85%
Red -- <85%

Service Owner:
Catherine Walker
Area:
DOT

Previous Performance	
Financial Year	% Employees Successful (Annual Fitness Test)
2016/2017	11.85%
2017/2018	58.86%
2018/2019	87.73%
2019/2020	89.33%
2020/2021	88.01%
2021/2022	88.05%
2022/2023	92.91%
Total	81.26%



Commentary
Q1 has seen this measure improve again, thanks to the culmination of further reminders, an improved process for chasing and review of the data set to ensure we are driving further completion of fitness tests. The support provided by the Personal Training Instructor in Q4 on the Wholetime Firefighter recruits course came to an end, meaning more time was also allocated to focus on this measure in Q1. We have also run a Personal Training Instructor course for 8 individuals in Q1 to provide further PT encouragement and support on stations.

Actions
Tolerate: The increased focus from managers supporting our PTs has resulted in a 'Green' status for Q1. The reporting system for this measure continues to be improved upon with more support provided to the Personal Training instructor in utilising this too.

Core Measure 30: Occasions where a Fire Engine in the fleet was made available for each West Sussex crew in operational service.

100% Q1 2023-24

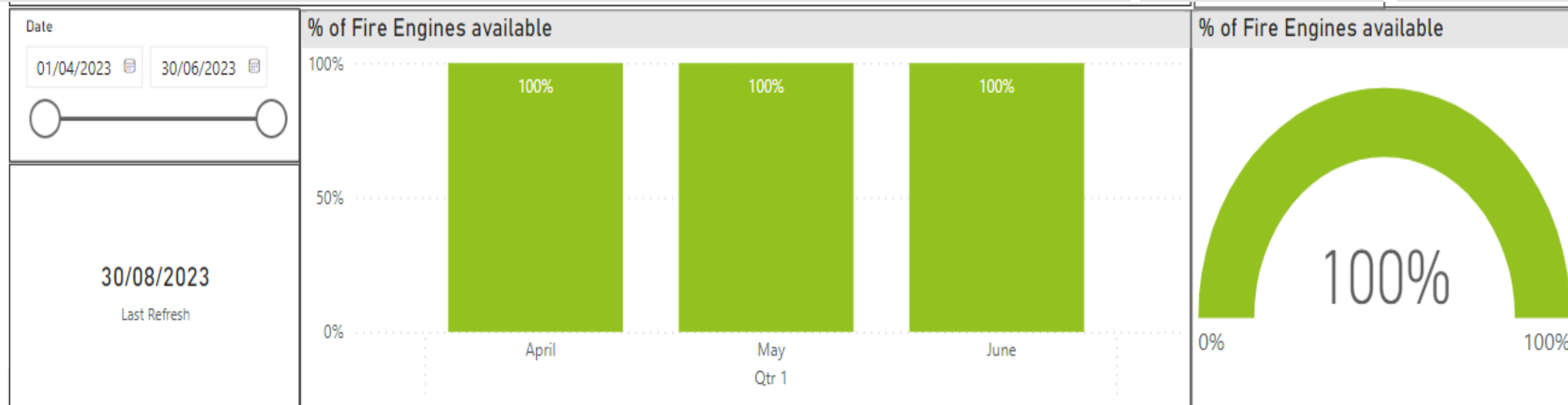
RAG Status GREEN

When fleet services are notified of a fire engine defect that will remove it from service, a replacement engine is supplied from the limited number of spare appliances. This measure examines the number of occasions (shifts) where a fire engine was made available to each of the immediate response and retained crews required to be available.

(Note that this measure does not examine whether sufficient crew was available for each fire engine)

Annual Target:
Green 100%
Amber =>95%
Red <95%

Service Owner:
Mike Cannon
Area:
Fleet



Commentary
All front-line fire engines were able to have a fully functioning spare available 100% of the time. On two occasions an aerial ladder platform (ALP) was off the run and this was covered by double crewing the remaining ALP to ensure coverage

Actions
On replacement of some appliances, it has been agreed to increase the level of available spares from 6 to 8 to ensure full availability going forward.

Selected Measures (Red and Amber Status)

Quarter 1

(1st April– 30th June 2023)

Selected Measures (Red and Amber Status)

The following red and amber measures have been selected for examination by the Scrutiny Committee:

- CM10: Number of FSO regulated buildings having received an audit over a year period starting from April
- CM22: Immediate Response crewing availability
- CM23: Retained Duty System crewing availability
- CM27: Eligible Operational Staff in Qualification

Core Measure 10: % of FSO regulated buildings having received an audit

247 in Q1 2023-24

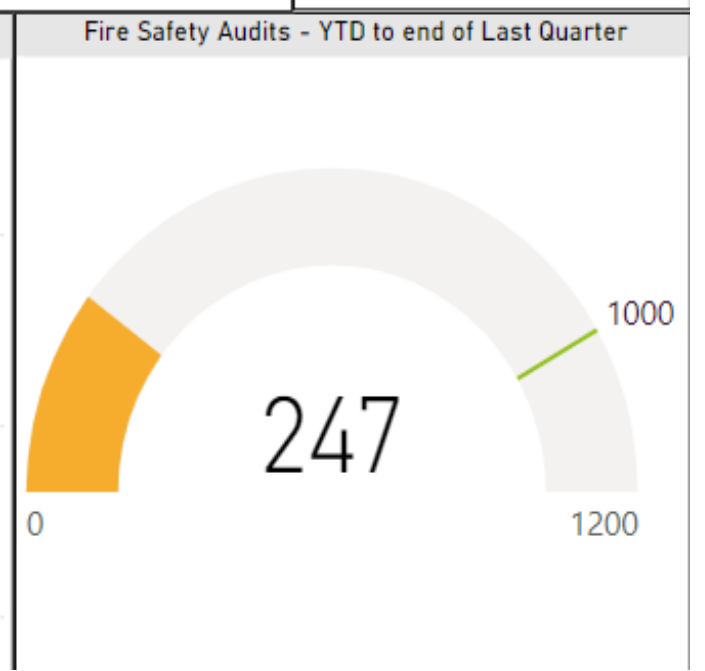
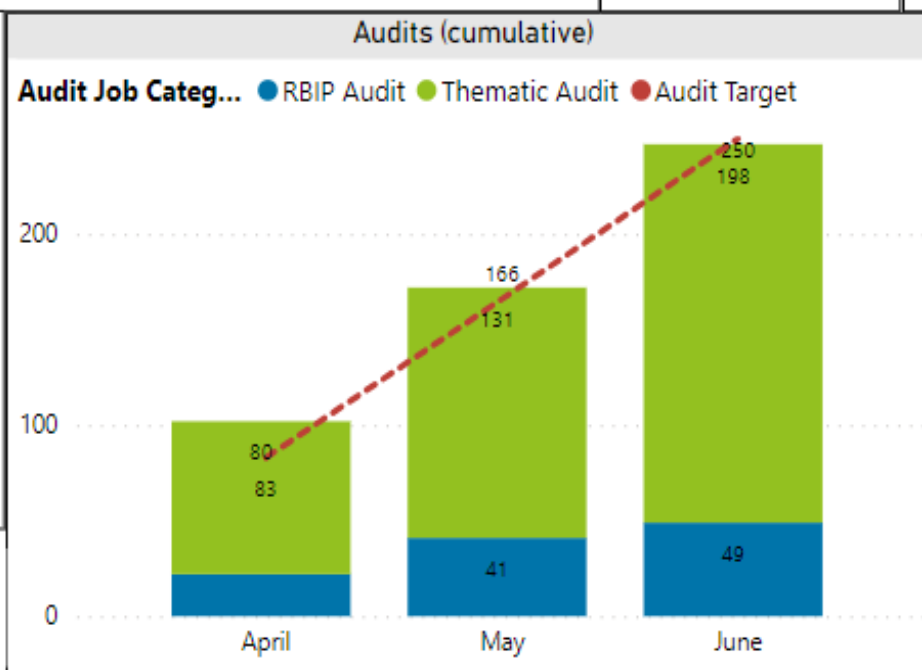
RAG Status
AMBER

There are approximately 35,000 Fire Safety Order regulated buildings in West Sussex. This measure examines the total number of audits of these buildings undertaken in a year starting in April, under the Risk Based Inspection Programme (RBIP). The RBIP is a combination of the activities on specific risk premises, thematic risks and IRMP work and at the core of the RBIP is a regular inspection program for known sleeping risks.

Target:
Green 1000
Amber 850 – 999
Red <850

Service Owner:
Dave Bray
Area:
Protection

Financial Year	Audits	Fire Safety Checks	Audits per 100 premises
2020/21	132		0.0
2021/22	802	182	2.3
2022/23			
Q1	210	23	0.6
Q2	236	182	0.7
Q3	277	99	0.8
Q4	282	220	0.8



National Average: 2 Audits per 100 premises in 21/22

Last Refresh Date: 17/08/2023

[More Information](#)

Commentary

We have seen over a 10% increase in the number of fire safety audits completed within Quarter 1. This is in comparison to 210 delivered in Quarter 1 of last year, furthermore we have seen a positive increase in the % of unsatisfactory fire safety audits (Core Measure 11).

Actions

Tolerate: Whilst we are 3 short of the quarterly target we are confident we will meet our yearly target. We are continuing to grow and develop the team within Protection and a number of the team are continuing with their formal Protection qualifications. In the past month we have also moved our three Fire Safety Apprentices to full time positions of Fire Safety Inspectors. This will assist in our Protection actives including our fire safety audits.

Core Measure 22: Full shifts where there is adequate crewing on all immediate response frontline fire engines

98.1% in Q1 2023-24

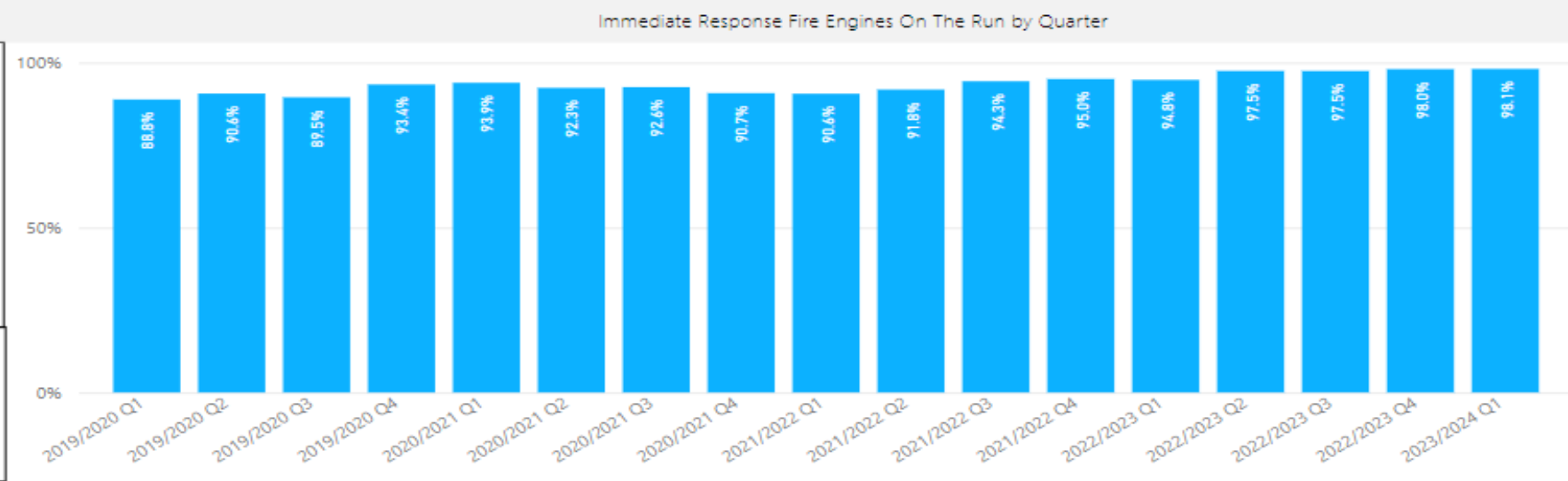
RAG Status AMBER

An immediate response frontline fire engine is available 24/7, 365 days a year. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of shifts (day or night) where there are sufficient minimum qualified fire fighters (4 personnel) on all immediate response fire engines.

Target:
100% Green
95% - 100% Amber
<95% Red

Service Owner:
Gary Ball
Area:
Service Delivery

Financial Year	Total
2019/2020	90.6%
2020/2021	92.4%
2021/2022	92.9%
2022/2023	96.9%



Fire Engines On the Run

0.0% **98.1%** 100.0%

Financial Year to Date

98.1%

Date Range

01/04/2019 30/06/2023

More Information

Commentary
This quarter we have experienced another slight increase in performance and over 3% increase on quarter 1 of 22/23 . We continue to address management issues in ensuring correct recording of availability is achieved on our Firewatch systems and in this quarter we have identified some data input errors that inadvertently could show an appliance as unavailable. This has been quickly communicated to all relevant supervisory managers and embedded in our Firewatch master class instructional sessions.

Actions
Treat: We continue to ensure human errors with data input are reduced through our masterclass training sessions and Service Delivery Governance meetings. We are also continually improving and resolving interface issues between Firewatch and vision systems that display available fire engines and other resources.

Core Measure 27: Eligible operational staff in qualification

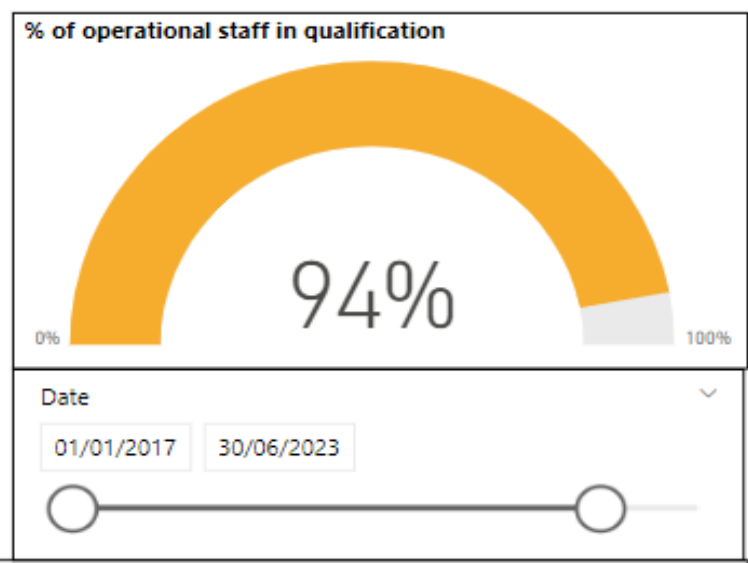
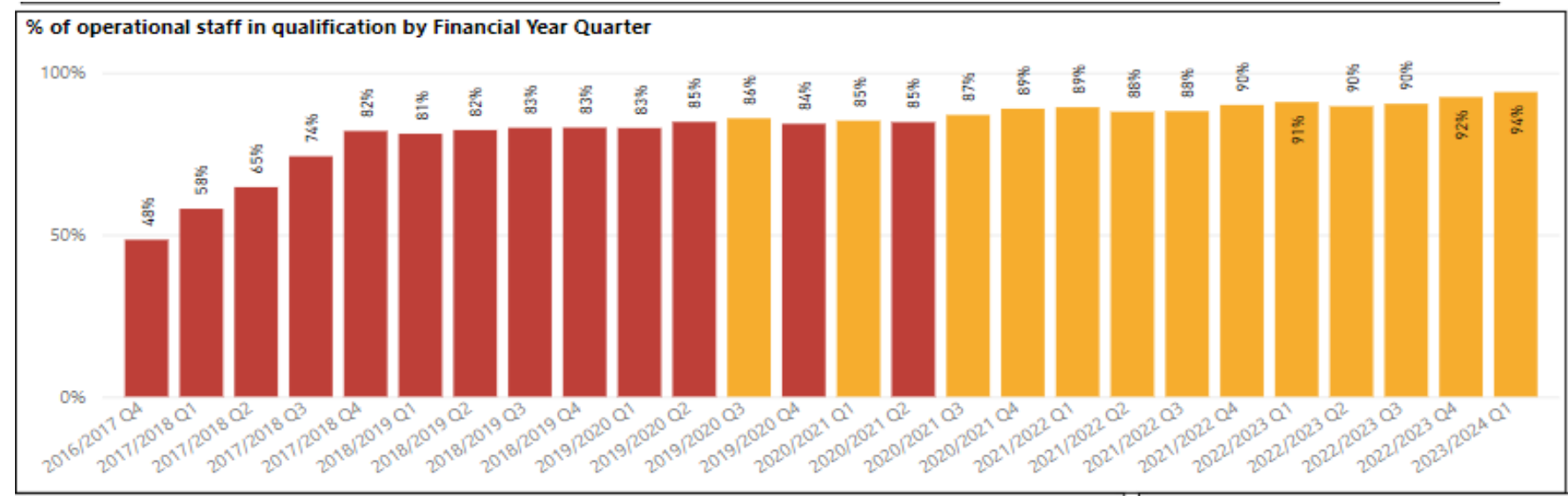
94% in Q1 2023-24

RAG Status AMBER

This measure examines the average percentage of operational staff (Station Managers, Watch Managers, Crew Managers and Firefighters) who have current qualifications in the use of breathing apparatus, emergency response driving and incident command (outlined in the 8 core areas of the Fire Professional Framework) as required by their role. TRU staff and staff who are long term sick, on secondment, maternity leave, compassionate leave, unpaid leave or alternative duties are excluded from this measure

Target:
 >95% Green
 85%–95% Amber
 <85% Red

Service Owner:
Catherine Walker
 Area:
Development and Operational Training



Commentary
 Progress from both Service delivery & Operational Training has seen this figure improve to its highest percentage yet. Work and support continues with station management teams to improve this, from both Operational Training & Service Delivery Support, and to ensure data is accurate and up to date. Data cleansing has shown this measure includes Retained Firefighters who are in training and have not yet undertaken their Breathing Apparatus training. These individuals account for 2.5% of this measure.

Actions
 Treat: Service Delivery have now implemented a monthly training plan to provide a more strategic and consistent approach to training. They also continue to speak with specific Station Managers whose stations are under-performing to ensure compliance and have run a webinar on updating the Firewatch system. Explore whether we should be measuring individuals who are still in training, in this measure.

Core Measure 23: Adequate crewing on all Retained Frontline Pumping Appliances (based on 24/7 crewing)

46.7% in Q1
2023-24

RAG Status
RED

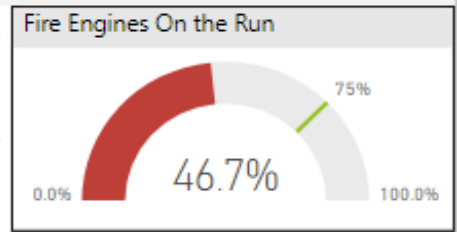
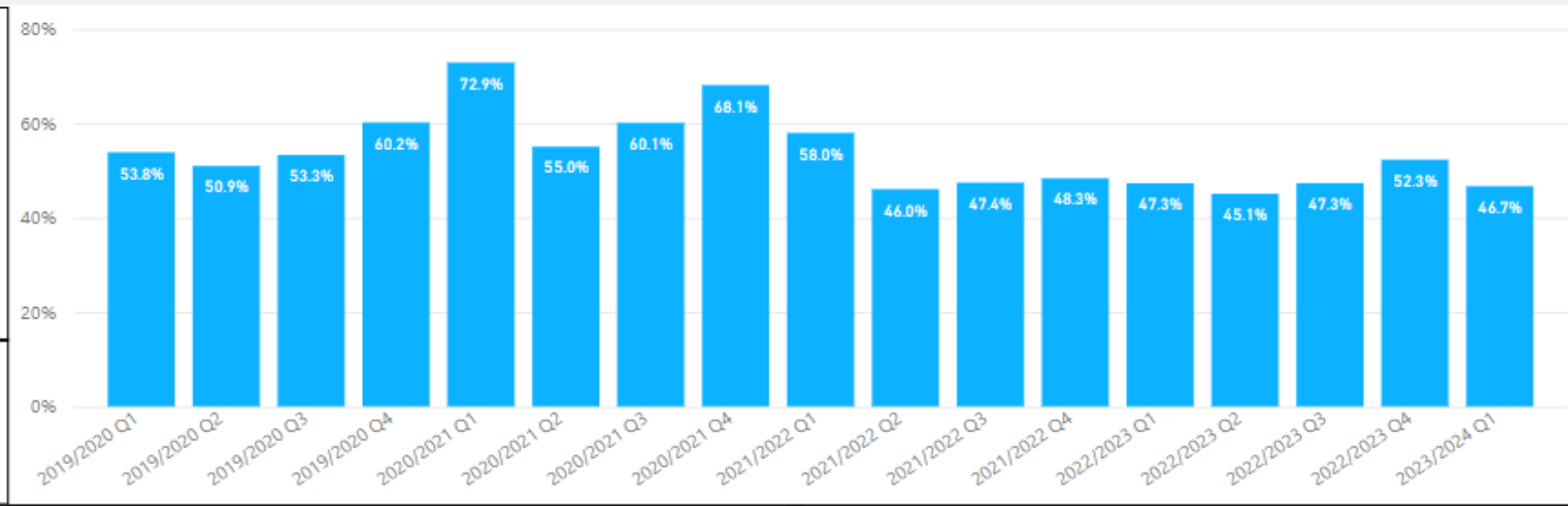
Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of hours where there are sufficient minimum qualified fire fighters (4 personnel) on retained fire engines.

Target:
>75% Green
65% - 75% Amber
<65% Red

Service Owner:
Gary Ball
Area:
Response

Retained Fire Engines On The Run by Quarter (including current quarter to date)

Financial Year	Total
2019/2020	54.5%
2020/2021	64.0%
2021/2022	49.9%
2022/2023	48.0%



Financial Year to Date
46.7%

Date Range

More Information

Commentary
We have seen a slight decrease in our RDS availability this quarter as we have entered the beginning of holiday period. Some additional wholetime staff we have previously been able to redeploy have been required to remain on their host station ensuring our wholetime fire engines remain available. Our day crewed stations now available 7 days a week has enhanced our response times across the county, however this has subsequently meant retained availability at these stations during daytime has seen some impact.

Actions
Treat: The sustainability of the Retained Duty System is a national issue and since May 2023 our Area Manager for Service delivery now chairs the NFCC Practitioners forum leading the way with this work. Specific retained surveys and focus groups with our staff have concluded and the results will filter into the Community Risk Management Plans operational response model design to maximise retained availability. Cabinet Members task and finish group recommendations will also support this work. Recruitment activity has been heightened with three 'have a go days' planned in Q2 at selected stations where availability is low.