

# West Sussex Fire and Rescue Service Performance Report Q1 2021/22

Deputy Chief Fire Officer

Mark Andrews

---

# Contents

---

	Page
Report Overview	3
Cabinet Member Summary	4
Chief Fire Officer Summary	5
Performance Summary	6
Performance Dashboard	7-8
Selected Measures – Red and Amber Status	9-15
Areas of Significant Improvement and Success	16-25

---



# Strategic Performance Board Quarterly Report

- The aim of this 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 Quadrant namely:



- 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 2021 – 30th June 2021.

# Cabinet Member Summary



The performance information contained within this report for WSFRS is for the first quarter of 2021/2022. During this period we saw the gradual easing of lockdown measures with our officers involved in various initiatives such as quarantine hotels and licensing inspections to assist with the programme of recovery. Officers were also very focussed on maintaining the safety of our staff and crews to ensure service delivery remained as unaffected as possible from the spike in self-isolation alerts from test and trace.

I am particularly pleased to see the greater focus on accidental dwelling fires and this quarters results show the effect of that targeted prevention and protection activity with very low numbers of accidental dwelling fires, dwelling fire injuries and crucially no accidental dwelling fire fatalities. The report also show continued success with the attendance times for the first appliance to critical fires.

Officers also continue to focus on the areas in this report where improvement still needs to be made particularly safe and well visits and fire safety audits. As the recovery from the pandemic continues these areas of performance will be important to ensure that those vulnerable people and businesses continue to be a top priority for the service whilst maintaining the well-being and support to all our staff.

# Chief Fire Officer Summary



This is the first quarter for 2021/22 where we welcome some new core measures which really help us demonstrate the benefits of our approach to local risk management where we target prevention activity where it is most needed within our communities. It is vital that we have a continuous focus on risk reduction and the objectives contained within the Integrated Risk Management Plan and this quarter also saw the launch of our local risk management plans that underpin this work at fire station level.

In this report I am encouraged to see the increase in our prevention activity as COVID 19 restrictions ease and I am particularly pleased to see that 1st Appliance (Fire Engine) Attendance to critical fires has once again exceeded the target which has now been consistently met for the last 18 months. This demonstrates our commitment to get the right fire service resources to those that need us most quickly and efficiently. Whilst we have more to do to meet our attendance targets for 2<sup>nd</sup> Appliance at critical fires and 1<sup>st</sup> Appliance at Critical Special Service incidents, we have developed several proposals in our CRMP to address this.

Our focus in coming months will be to increase our delivery of both safe and well and fire safety audit inspections which will no doubt be 2 areas of work that the HMICFRS will be interested in during the inspection that we are looking forward to in the autumn.

The well-being of our service remains a top priority and as the pandemic begins to ease we will continue to carefully monitor the impact both inside and outside of our organisation.

# Performance Summary

Scrutiny Committee Members to note that an annual review of the existing Core measures was undertaken in June 2021 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 detailed in this report may differ from those reported in the previous year 2020-2021.

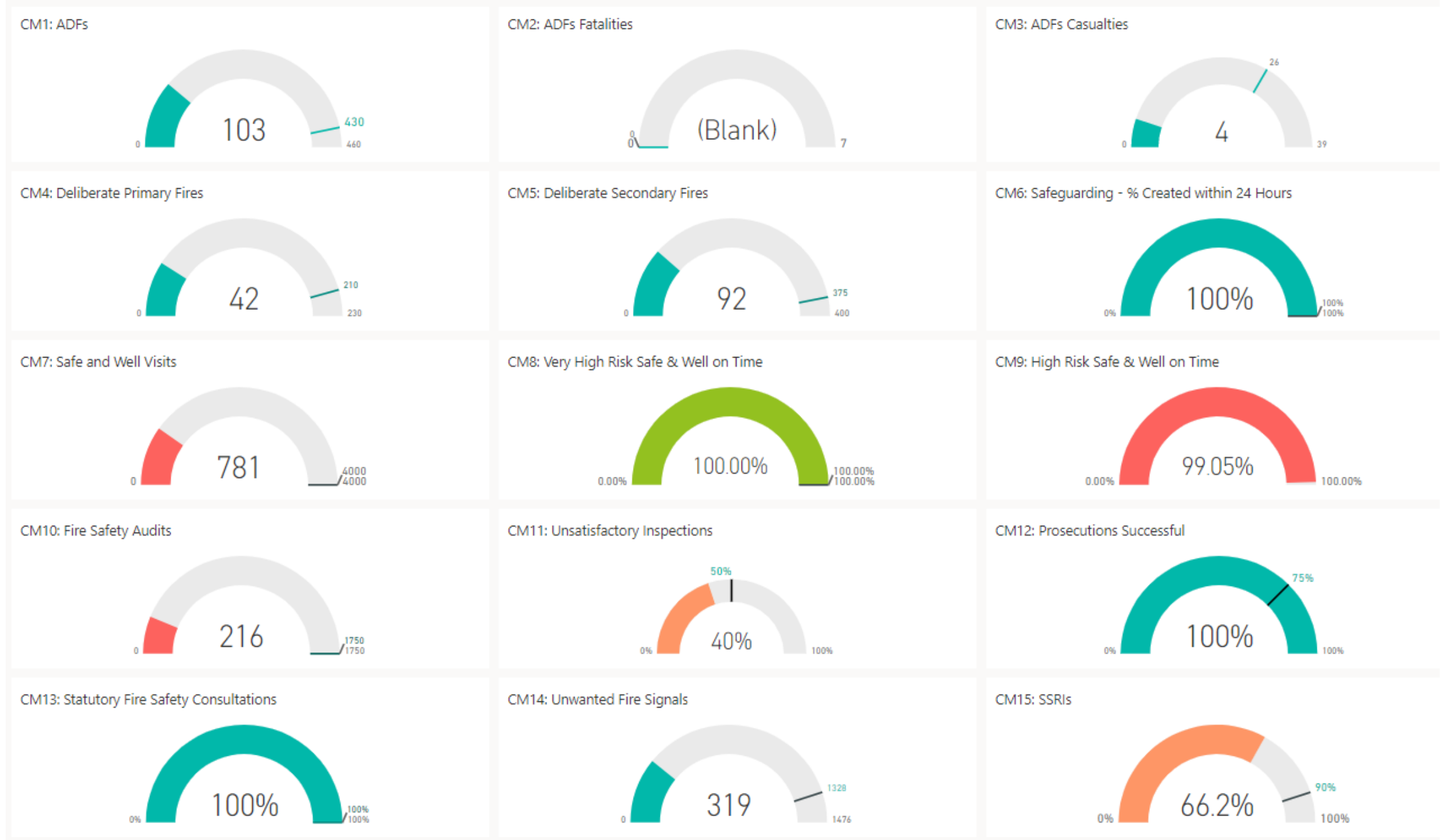
At the end of Quarter 1 2021-22 the following performance against 30 Core Measures was recorded:

17 measures had a green status, 5 were amber and 8 were red. Of the 10 comparable measures that were red or amber last quarter, 7 have shown improvement and 3 a decline. 2 measures moved from red to green status, 1 measure changed from green to red status.

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

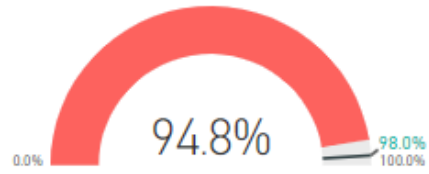
- CM 7: Number of Safe and Well Visits (S&WV's)
- CM 10: Number of regulated buildings having received an audit
- CM 16: Time taken to answer the 999 call by Joint Fire Control Room
- CM 21: Critical Special Service - 1st Appliance Attendance
- CM 23: Adequate crewing on all retained frontline pumping appliances
- CM 30: % of Health and Safety Risk assessments within date

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

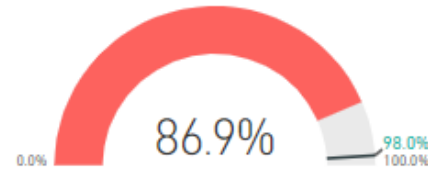


# Performance Summary for all core measures at the end of Quarter 1 (2 of 2):

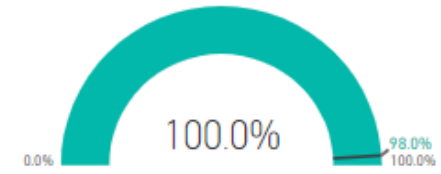
CM16: Calls answer Time



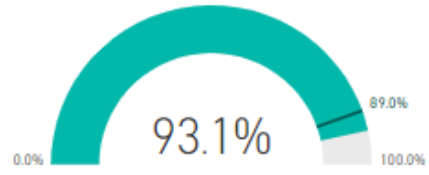
CM17: Time to Alert



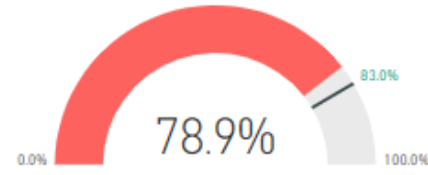
CM18: Time to Inform L2



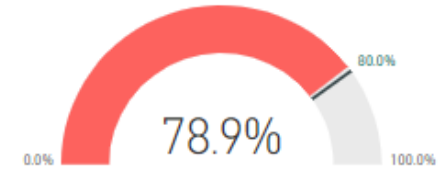
CM19: Critical Fires - First



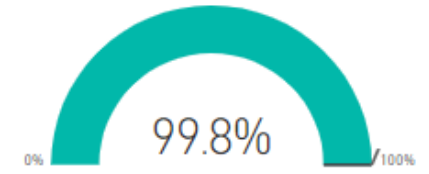
CM20: Critical Fires - Second



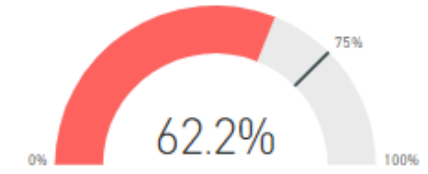
CM21: Critical Special Service Attendance Times



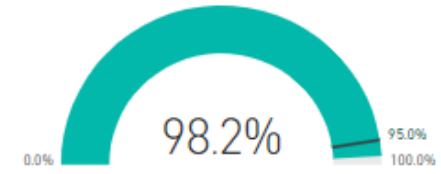
CM22: Immediate Response Availability



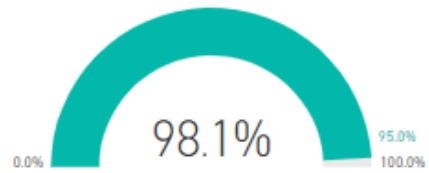
CM23: Retained Availability



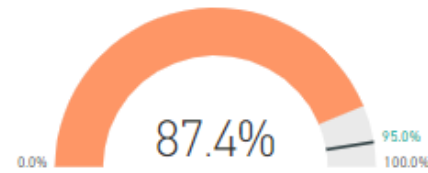
CM24: Feedback Surveys - Customer Satisfaction



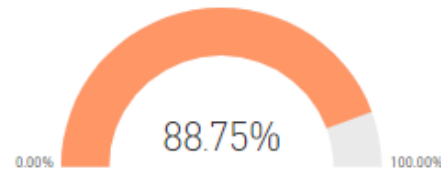
CM25: Staff Sickness



CM26: Fitness Tests



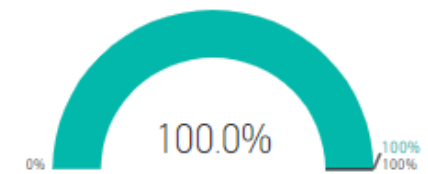
CM27: Staff in qualification



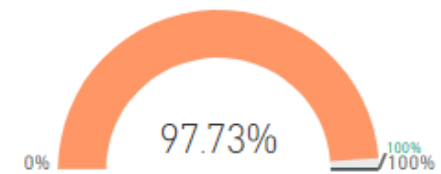
CM28: Level 4 Qualification



CM29: RIDDOR



CM30: Risk Assessments





# Selected Measures (Red and Amber Status)

Quarter 1

(1<sup>st</sup> April 2021 – 30<sup>th</sup> June 2021)

# Core Measure 7: Number of Safe and Well Visits (S&WV's) delivered to households with at least one vulnerability

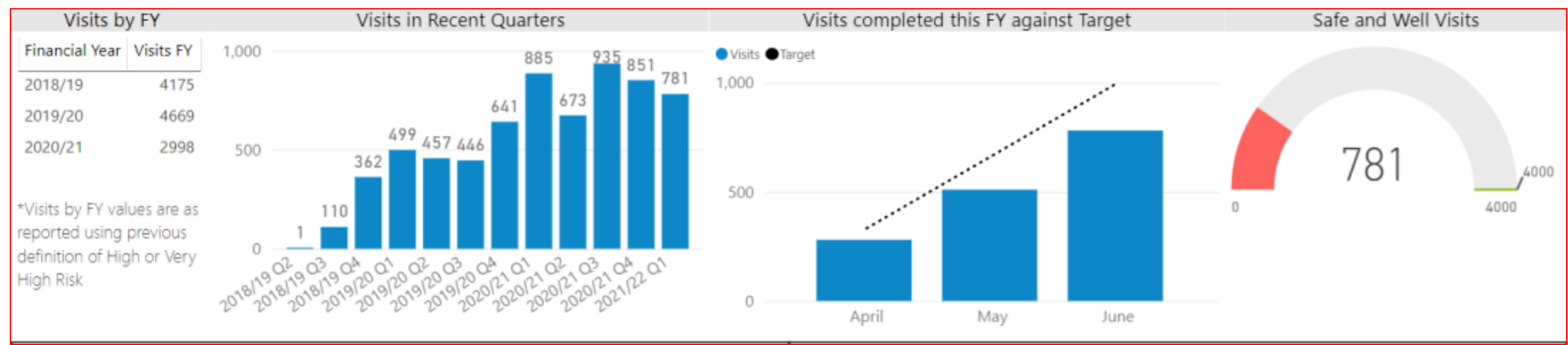
781 Safe and Well Visits since April 2021

Current RAG Status RED

Number of Safe and Well Visits (S&WV's) delivered to those who are at risk of dying or being injured in the event of a dwelling fire over a year period starting from April.

Annual Target: 4000 visits.

Service Owner: Nicki Peddle  
Area: Prevention



**Commentary**  
The quarterly target is based on the annual target of 4000 visits therefore 1000 visits per quarter. Meeting this target is dependent on referrals to the homes of vulnerable people which continues to be affected by the pandemic and people's reluctance to allow services into their homes. Taking into account the 5 year performance we are well above and on track to meet the 2022 target of 19,800 visits.

**Actions**  
Treat: Work continues with our partners to create opportunities to increase the numbers of safe and well visits carried out. We have also adapted our service to provide a virtual 'visit' whereby crucial advice and guidance is given over the phone and followed up in person when it is safe to do so. Last year despite the pandemic West Sussex Fire & Rescue completed 3460 visits (at all risk levels) with an additional 822 telephone assessments.

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

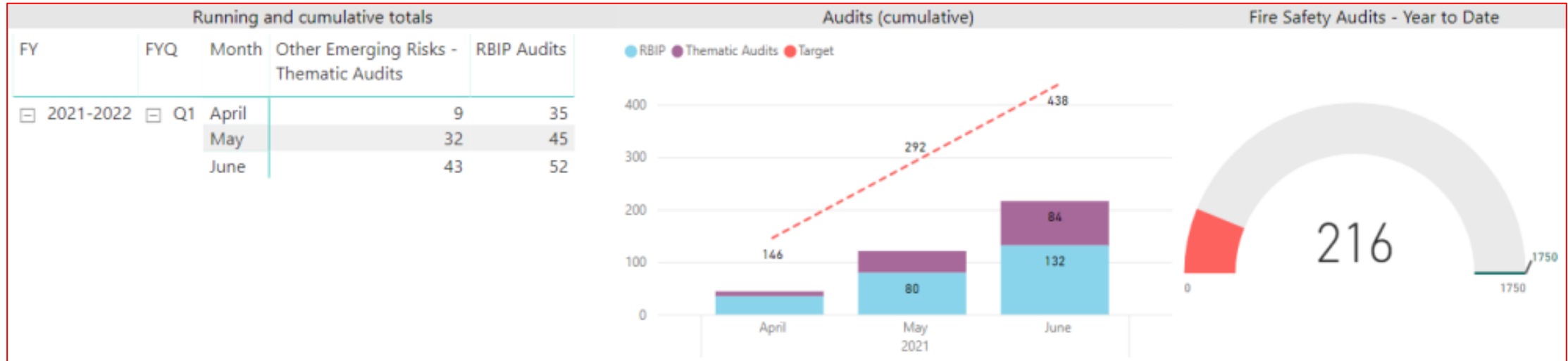
**216 audits undertaken since April 2021**

**Current RAG Status RED**

This measure examines the total number of audits undertaken in a year starting in April under the Risk Based Inspection Programme (RBIP) against a target of **all Fire Safety Order** regulated buildings in West Sussex (currently approximately 35,000 properties). The annual target is 5%, equating to approximately 1750 properties where audits are required (based on our RBIP).

**Annual Target:** 5% Green (approx 1750 properties)  
4% Amber (Approx 1400 properties), <4% Red

Service Owner: **Garry Collins**  
Area: **Protection**



**Commentary**  
The Risk Based Inspection Programme (RBIP) is the work we plan to deliver every year so that we are effectively enforcing the Fire Safety Order. The RBIP is a combination of the activities on known sleeping risks, specific risk premises, thematic risks and IRMP work. At the core of the RBIP is a regular inspection program for known sleeping risks. To achieve this target an average of 1750 visits per year is required. The pandemic continues to have an impact on the type of work that is either required or possible. While inspecting officers have continued to carry out remote and tabletop audits many premises remained inaccessible. We have sent out communications and sent letters to some premises outlining what actions they should be considering as they remain open to the public. In the meantime officers continue to support the recovery in the local economy and high streets and have focussed on licensing and other queries that have assisted the safe and effective reopening of our shops and hospitality.

**Actions**  
Treat: Whilst officers have not been able to complete the audits due to the restrictions of the pandemic we have used this capacity to assist in other ways to support our local economies in their recovery. Officers are also supporting the Building Risk Review to ensure that the high-risk residential buildings in West Sussex are suitably audited and the information fed back to government to finalise the national reporting. We have responded to 100% of all licencing consultations where premises are seeking changes to their licencing conditions so they can be Covid safe. We have also worked as part of the multi-major incident response to Covid to ensure new risks -such as increased oxygen use in Hospitals or quarantine hotels are safe from fire. We have also used inspecting officers to undertake essential data quality tasks in this quarter to ensure the move to the new fire safety database has the best possible starting point. As the roadmap to recovery continues, we are supporting local business and booking more on-site audits ensuring the safety of our staff and the service users.

# Core Measure 16: Time taken to answer the 999 call by Surrey/West Sussex Joint Fire Control Room

**94.8% answered on time in Q1 2021**

**Current RAG Status RED**

This measure looks at the time taken from when the Fire Control Room Operator answers the phone when a 999 call is received by the Fire Control Room. The target is 98% of calls answered within 7 seconds. Data reflects the combined performance of West Sussex and Surrey Fire and Rescue Services as individual service data is not obtainable.

**Annual Target:** >98% Green, 95% - 98% Amber, <95% Red

Service Owner: **Steve Ash**  
Area: **Response**



**Commentary**  
This measure records the time taken to answer a 999 call within the joint Surrey and West Sussex control room (JFC). It is not possible to distinguish between Surrey and West Sussex phone calls. This measure is adversely affected by situations where more than one 999 calls is received to a specific emergency at the same time. When multiple repeat calls are received, the small number of control operators in JFC are not able to answer all calls within 7 seconds 100% of the time and it is for that reason the target is not set at 100%. During Q1 there were approximately 30 incidents with multiple calls, with up to 40 calls being received for the same emergency.

**Actions**  
Treat: The current Tri-service control room project will bring East Sussex mobilising arrangements into Joint Fire Control (JFC). This will result in an increase in the number of calls taken by JFC each year and thereby require a higher staffing level. This greater number of control room operators will be able to better address the small number of occasions where there is a short term spike in demand created by multiple calls. However, whilst this increase in crewing will reduce the impact of multiple calls it will not completely eradicate these situations.

# Core Measure 21: Critical Special Service - 1st Appliance Attendance

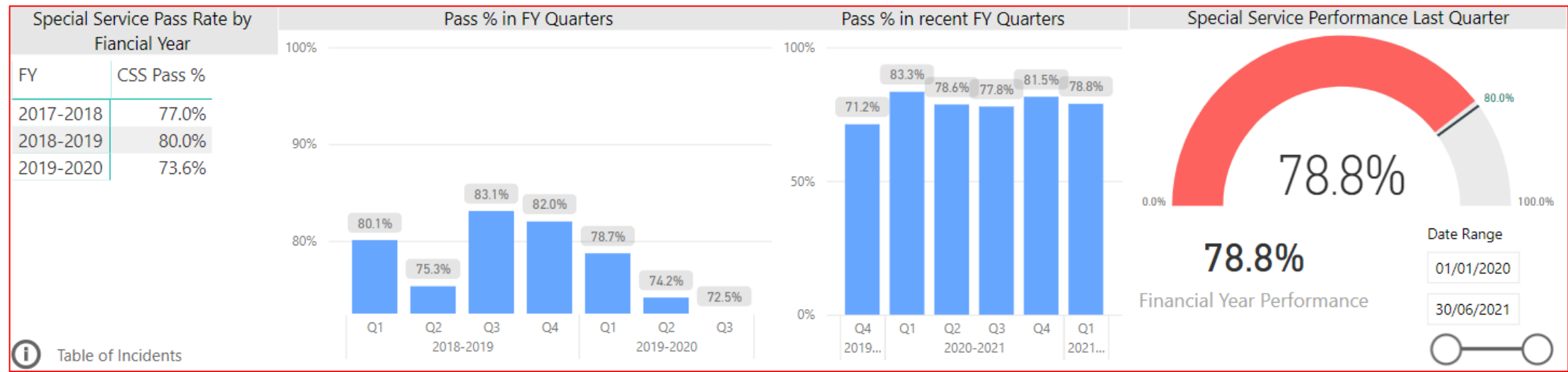
**78.8% in attendance within target in Q1 2021**

**Current RAG Status RED**

West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. Occasions where the first fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.

**Annual Target:**  
 >80% Green  
 <80% Red

Service Owner:  
**Steve Ash**  
 Area: **Response**



**i** Table of Incidents

**Commentary**  
 Performance for special service incidents is just 1.2% below our target. A significant number of these incident types involve Road Traffic Collisions and assisting other emergency services which, due to location of these incidents (roads, rural, no postcode) can result in longer attendance times.

**Actions**  
 Treat: Last year we met our emergency response standard for critical special services following extensive work with our teams and our partners to improve availability and response standards to these types of incidents. We will continue to maximise the availability of our retained crews through an innovative county crewing scheme as well as an important project at our control centre that gives a pre-alert to the nominated fire station whilst further details of the call are being gathered.

# Core Measure 23: Adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)

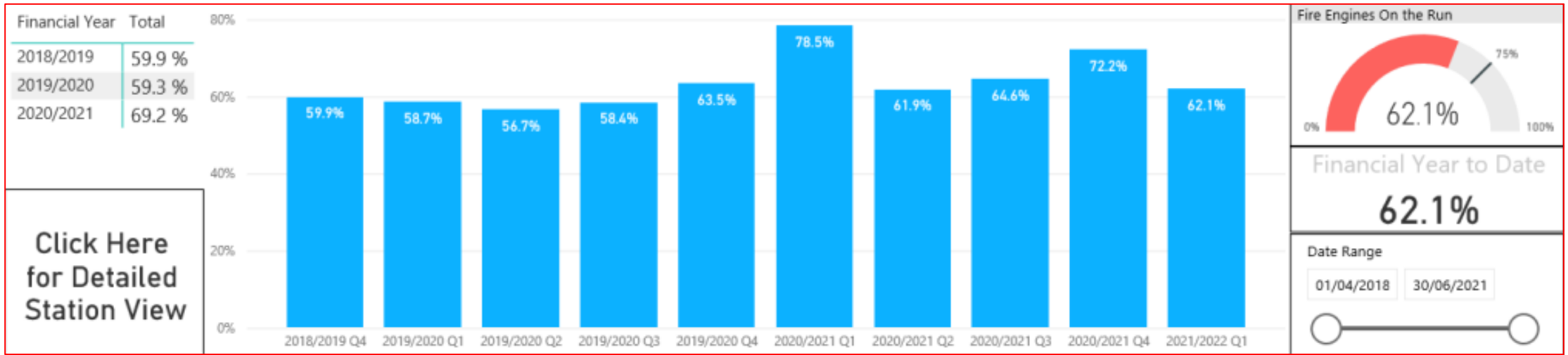
**62.1% retained pump availability in Q1 2021**

**Current 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.

**Annual Target:** >75% Green, 65%–75% Amber, <65% Red

Service Owner: **Steve Ash**  
Area: **Response**



**Commentary**  
The availability of fire engines crewed by firefighters working the Retained Duty System (RDS) is an area of performance that is challenging for all fire services. Whilst we have no significant concerns about our first engine attendance times to critical incidents, our performance with respect to RDS availability can affect second fire engine attendance times. This overall figure masks some very high performing stations who provide almost 100% availability but unfortunately there are other stations due to local issues where performance falls short of expectation. Over recent years, we have sought to improve performance in this area through a number of different initiatives with some very positive results but wider societal issues for the recruitment and retention of retained duty system staff continues to be a challenge.

**Actions**  
Treat: We propose to undertake a structural review of our use of, and the structure of, our Retained Duty System in our next Community Risk Management Plan. The consultation for this will run for 12 weeks from September

# Core Measure 30: % of Health and Safety Risk assessments within date

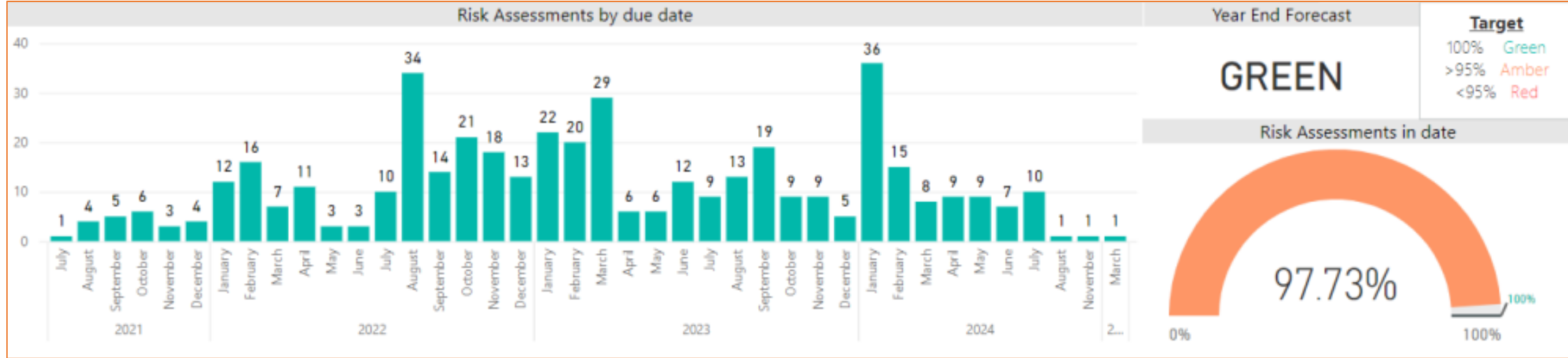
**97.73% Risk Assessments in date in Q1 2021**

**Current RAG Status AMBER**

WSFRS are required by law to complete risk assessments under the Health and Safety at Work Act 1974. The required period is either every 3 years for risk critical documents, 5 years for non-risk critical documents, or when there has been an update or change, for example in legislation. This measure examines the percentage of risk assessments currently in date.

**Annual Target:**  
100% Green  
>95% amber  
<95% red

Service Owner:  
**Jon Simpson**  
Area: **Strategic Risk and Improvement**



**Commentary**  
For the Quarter 1 period 97.73% of WSFRS Health and Safety risk assessments had been completed or reviewed within the legislated timelines. At the end of Q1 there were two outstanding risk assessments but these have now been completed. Strict management and monitoring of all risk assessments is maintained by the WSFRS Health and Safety team who work closely with other managers to ensure compliance and provide specialist support where required.

**Actions**  
Tolerate: An ongoing review programme has been established to ensure that all risk assessments are reviewed and recorded within the legislated timelines.

# Areas of Significant Improvement and Success

Quarter 1

(1<sup>st</sup> April 2021 – 30<sup>th</sup> June 2021)



# Areas of Significant Improvement and Success (1 of 2)

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.

Enormous credit to all our staff in successfully improving our performance during this quarter despite of the impacts of COVID 19.

The following corporate measures showed notable success in Quarter 4:

- **Core Measure 4:** Early indications suggest that the number of deliberate primary fires in a year will remain low, continuing the trend shown in recent years. Targeted arson reduction programmes and campaigns to raise awareness have been effective here.
- **Core Measure 8:** All Safe and Well referrals identified as Very High Risk have been contacted for a visit within 1 day, demonstrating a swift response to the easing of COVID 19 restrictions.

Continued on next slide...

# Areas of Significant Improvement and Success (2 of 2)

- **Core Measure 18:** Joint Fire Control informed or mobilised a level 2 Incident Command Officer to all Level 1 life risk incidents within 5 minutes of the call – a 100% success rate.
- **Core Measure 19:** Critical Fires 1<sup>st</sup> Appliance (Fire Engine) Attendance time pass rate has again exceeded target and shown another increase, to be the highest pass rate in recent years. This indicates that the investment into the Service Delivery Centre, the additional 3 Retained Liaison Officers (RLOs), the County Crewing pilot and maximising the Crewing Optimisation Group (COG) establishment is having a positive effect on crewing of fire engines, leading to improving attendance standards.

# Core Measure 4: The number of number of deliberate primary fires in West Sussex over a year period starting from April

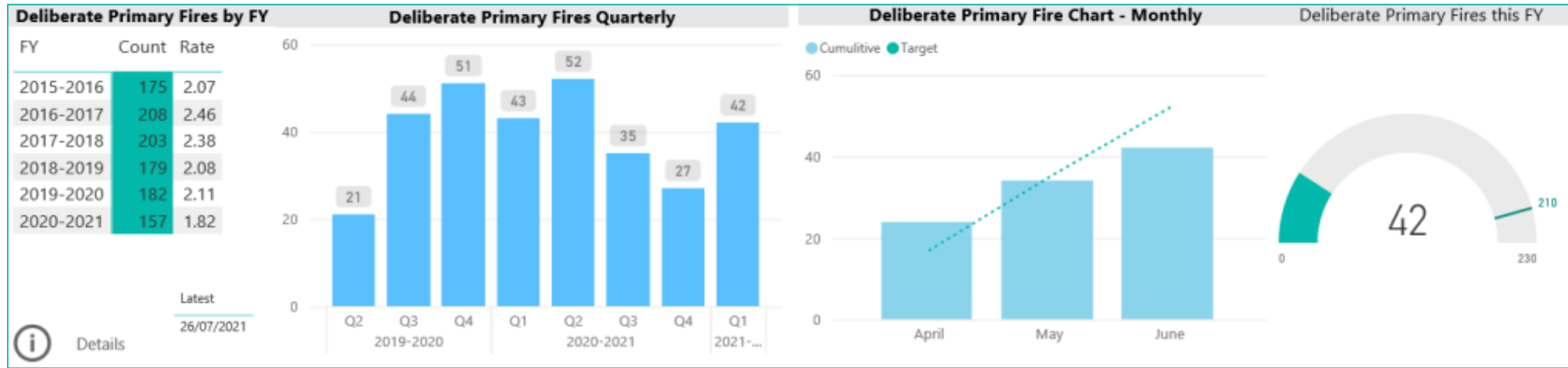
**42 deliberate primary fires in Q1 2021**

**Current RAG Status GREEN**

Primary fires involve property such as buildings and vehicles. This is the total number of primary fires, where the cause has been identified that the fire was started deliberately through the criminal act of arson.

**Annual Target:**  
 <210 Green  
 210-230 Amber  
 >230 Red

Service Owner:  
**Nicki Peddle**  
 Area: **Incidents**



**Commentary**  
 42 deliberate fires, the similar figure to Q1 last year. Crawley remains the highest number of deliberate primary and secondary fires. Chichester, Bognor, Littlehampton and Horsham have the next highest figure for primary fires. Local prevention work takes place in partnership where a pattern is identified.

**Actions**  
 Treat: Stations with spikes in deliberate fires are developing activity to address them forming part of their local risk reduction activity. The Targeted Education Team continue to work directly with young people who play with fire inappropriately and work with local schools where the fire is believed to involve young people.

# Core Measure 8: Very High Risk Safe and Well Visit referrals contacted within 1 working day

100% contacted within time in Q1 2021

Current 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,  
<100% Red

Service Owner:  
**Nicki Peddle**  
Area: **Prevention**



**Commentary**  
There were 16 customers who were assessed as having a very high level of fire risk, all of whom were contacted within 1 day and offered a visit. The ability to record and report on this information has been significantly improved through the investment in our new fire safety data base and wider improvements within the prevention team.

**Actions**  
Treat: It is important to note that despite the most persuasive case put across by our staff, it remains the customers right to consent to a visit when it is convenient for them. Officers closely monitor these cases given the high-risk nature of the customer to ensure the referral can be completed as soon as practicable.

# Core Measure 18: Time taken by Surrey/West Sussex Joint Fire Control Room to inform or mobilise a Level Two Incident Command Officer to a Level One Incident with a life risk.

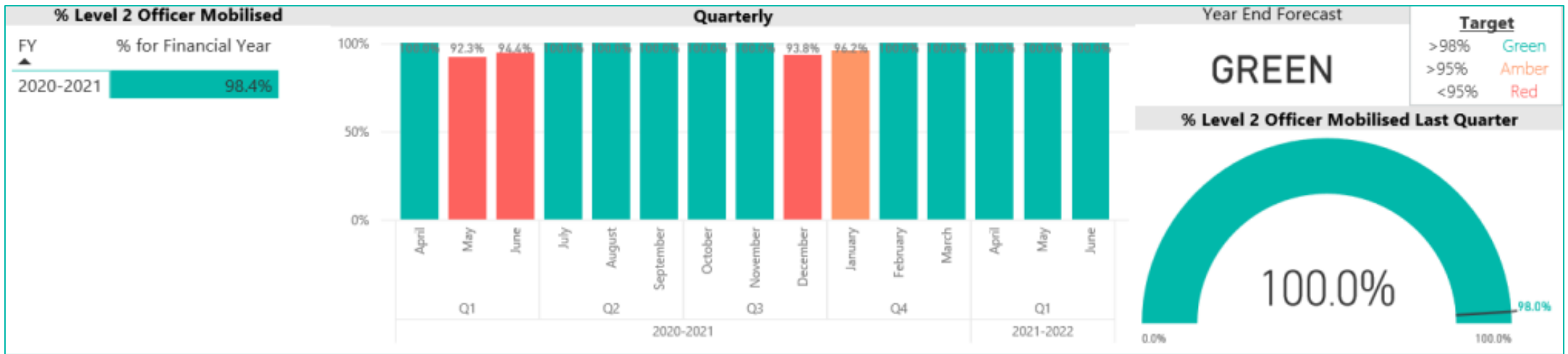
**100% incidents where Officer was mobilised in time in Q1 2021**

**Current RAG Status GREEN**

WSFRS has adopted an Incident Command System which is taken from the National Model to effectively and safely manage incidents. This measure looks at how quickly the Surrey/West Sussex Joint Fire Control Room notify the right commander/officer to advise and/or take command of the incident. Performance target is 5 mins from receiving the call and 98% of all calls achieved Level 1 Incident – 1-3 pumps.

**Annual Target:**  
 >98% Green  
 95% - 98% Amber  
 <95% Red

Service Owner:  
**Steve Ash**  
 Area: **Response**



**Commentary**  
 This has been achieved on hundred percent of all occasions. It should be noted that a failure to achieve the performance standard on a single occasion in a month can lead to a significant variation in the overall percentage for this measure.

**Actions**  
 Tolerate: Discussions have taken place with JFC management regarding the importance of correct data recording. Monitoring of the accuracy of this data will continue.

# Core Measure 19: Critical Fires - 1st Appliance Attendance

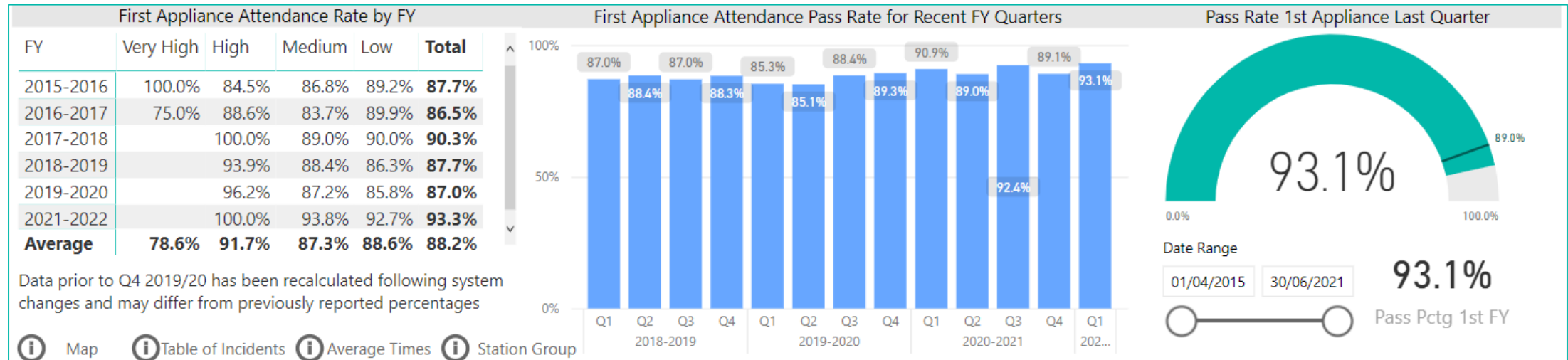
**93.1% of incidents attended within target time in Q1 2021**

**Current RAG Status GREEN**

West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. Occasions where the first fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.

**Annual Target:**  
>89% Green,  
<89% Red

Service Owner:  
**Steve Ash**  
Area: **Response**



## Commentary

Performance continues to be strong in meeting first fire engine in attendance standards. West Sussex Fire and Rescue Service has achieved its emergency response standard for critical fires (serious threat to life) in the last 6 quarters by maintaining a strong focus on sustained improvements in our retained fire engine availability and our associated projects.

## Actions

Treat: Continue to work with all fire stations to maintain and improve our emergency response standards. To support this we will implement in quarter 2 the Dynamic Cover tool within our fire control arrangements. This tool uses six year's worth of data to continually advise control operators on where best to place all available fire engines to minimise attendance times across the county.