

West Sussex Fire and Rescue Service Performance Report Quarter 2

Deputy Chief Fire Officer

Mark Andrews

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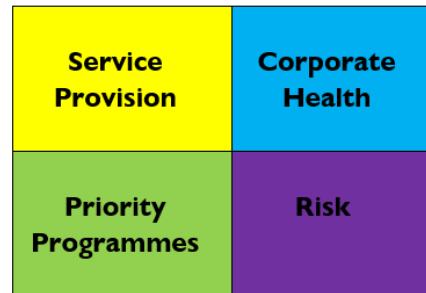
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Strategic Performance Board Quarterly Report

Quarter 2 2021-2022

- 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 July 2021 – 30th September 2021.

Cabinet Member Summary



The performance information contained within this report for WSFRS is for the second quarter of 2021/2022, a period which has continued to see the effects and impacts of COVID 19 on service delivery of WSFRS and wider county council services. Therefore, it is with great credit to all the teams that make up WSFRS that the impact of COVID 19 has not significantly affected the Service's performance in the delivery of its critical services to our residents.

Officers continue to focus on the areas in this report where improvement still needs to be made and as the pandemic begins to ease we will be focussed on how we can support economic and community recovery whilst maintaining the well-being and support to all our staff.

Chief Fire Officer Summary



This quarter finally saw the end of many of the Covid restrictions that had been in place over the course of much of the previous 12 months. Despite this we continued to see the impact of the test and trace and self-isolation which required significant staff diligence and coordination by the service to maintain essential operational availability.

The summer period saw a welcome return to many community safety events including our increasingly popular Virtual Open Day. This year's videos attracted a record 6262 views of the events which included a station and fire engine tour and practical demonstrations from our team at Billingshurst Fire Station.

September also saw the return of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services for the second full inspection of our service. The inspection focussed on the 3 pillars of efficiency, effectiveness and people with a particular look at how well we have responded to the recommendations from the last full inspection. Other significant project work during this quarter included the continued preparation for the Community Risk Management Plan and final plans for the start of the new Horsham Training Centre and Fire Station.

I am particularly pleased to see that staff sickness remains very low in the Fire and Rescue Service which in the context of the pandemic is a positive reflection on the support and intervention provided by the service. We have recently changed occupational health provider and launched a service wide well-being app all to ensure that we continue to give the best support to staff to keep them well at home and at work.

Performance Summary

At the end of Quarter 2 2021-22, 13 of the 30 measures had a GREEN status, 5 were AMBER and 12 were RED.

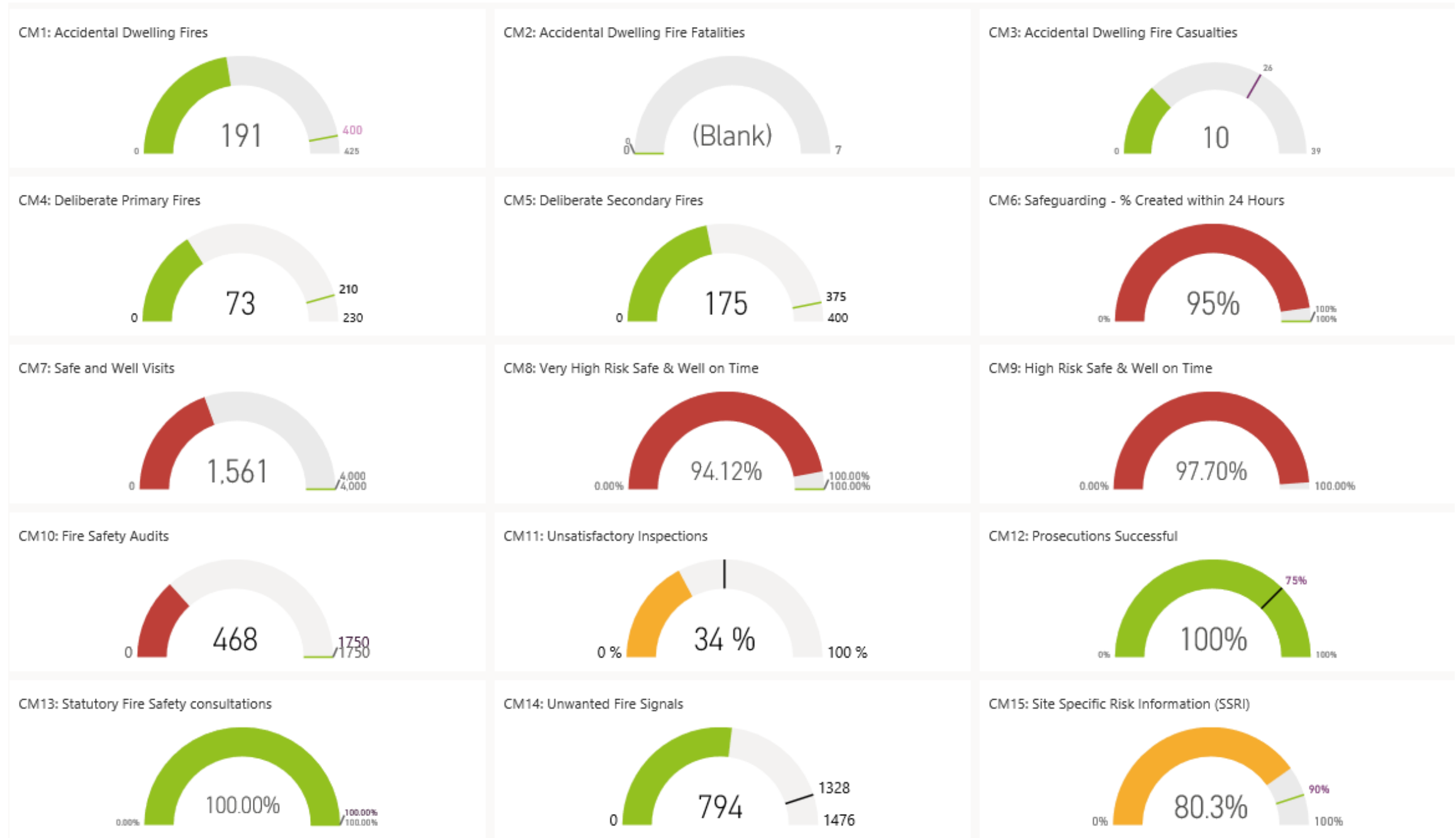
Of the 10 comparable measures that were red or amber last quarter:

- 7 measure showed a decline in performance and 3 showed improvements.
- 1 measure moved from AMBER to RED and one from RED to AMBER status.

Of the 12 comparable measures that were GREEN last quarter:

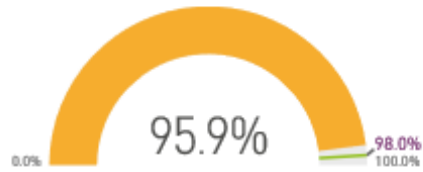
- 7 measure showed a decline in performance
- 4 measures moved to RED status and 1 measure moved to AMBER status.

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

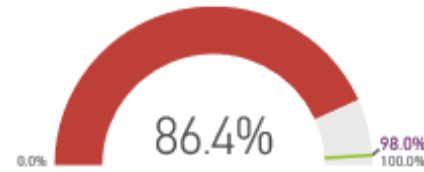


Performance Summary for all core measures at the end of Quarter 2 (2 of 2):

CM16: 999 Calls Answered on Time



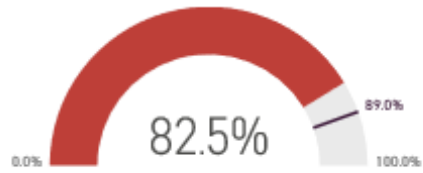
CM17: Time to Alert



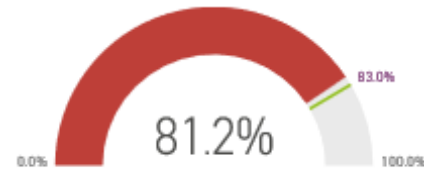
CM18: Time to Inform L2



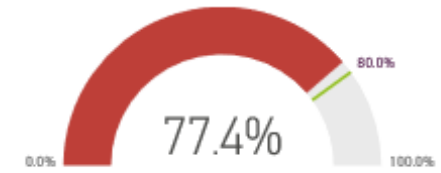
CM19: Critical Fires 1st Appliance Attendance Times



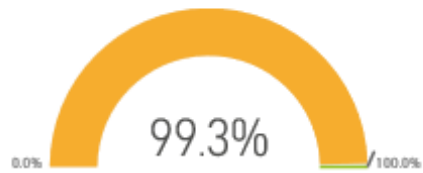
CM20: 2nd Appliance Attendance Times



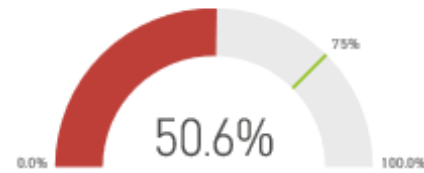
CM21: Critical Special Service Attendance Times



CM22: Immediate Response Availability



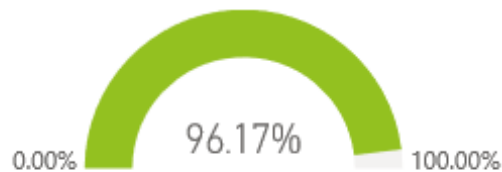
CM23: Retained Availability



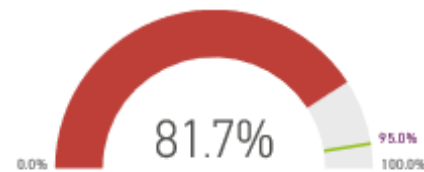
CM24: Feedback Surveys - Customer Satisfaction



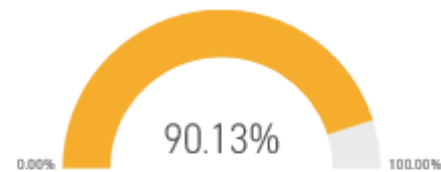
CM25: Proportion of Staff not Sick



CM26: Fitness Tests



CM27: Staff in qualification



CM28: Level 4 Qualification



CM29: RIDDOR



CM30: Risk Assessments



Areas of Significant Improvement and Success

Quarter 2

(1st July 2021 – 30th September 2021)

Areas of 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.

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 2:

- Core Measure 1: Accidental Dwelling Fires
- Core Measure 2: Accidental Dwelling Fire Deaths
- Core Measure 3: Accidental Dwelling Fire Casualties

Accidental Dwelling Fires (ADFs) and related casualties remain low with no fatalities. ADFs form a key focus of our prevention activity and these latest low numbers are a reflection of the continued work of our teams to ensure that the most vulnerable are kept safe from fire.

Other successes include:

- Core Measure 12: % of Successful Prosecutions
- Core Measure 18: Time taken to inform a Level 2 Officer

Core Measure 1: Accidental Dwelling Fires

88 accidental dwelling fires in Q2 2021-22

Current RAG Status GREEN

Total number of accidental dwelling fires in West Sussex over a year period starting from April

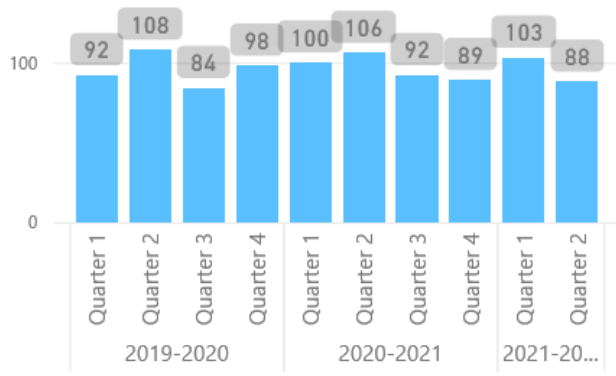
Annual Target:
 <400 Green
 400-425 Amber
 >425 Red

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

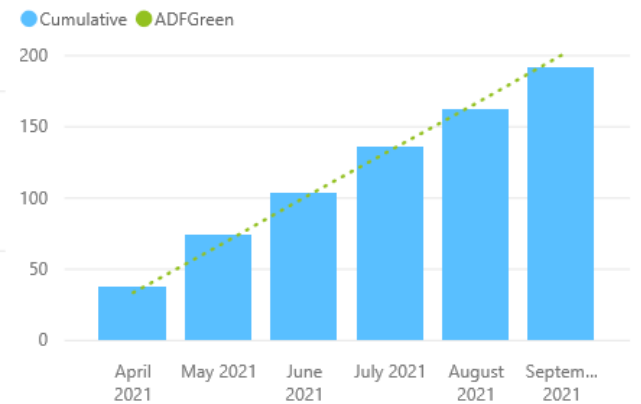
Accidental Dwelling Fires by FY

| Financial Year | Count | Rate |
|----------------|-------------|-------------|
| 2014-2015 | 462 | 0.00 |
| 2015-2016 | 456 | 53.84 |
| 2016-2017 | 469 | 55.38 |
| 2017-2018 | 481 | 56.36 |
| 2018-2019 | 412 | 47.88 |
| 2019-2020 | 382 | 44.21 |
| 2020-2021 | 387 | 44.79 |
| Total | 3049 | 0.00 |

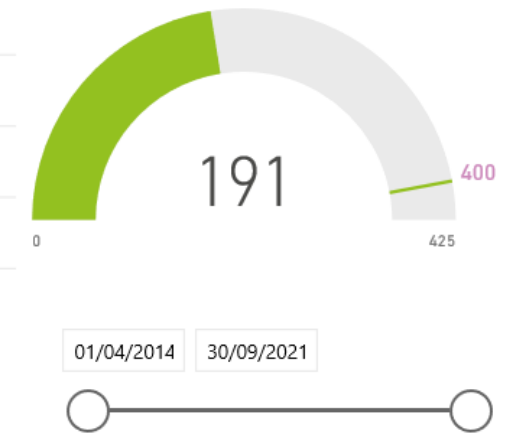
Count of ADFs Quarterly



Cumulative ADFs Monthly



ADFs



[More Information](#)

01/04/2014 30/09/2021

Commentary
 88 Accidental Dwelling Fires in this quarter with the majority involving cooking. A key element of our Safe and Well Visits relates to kitchen safety, with recommendations on how to cook more safely, we also offer information about the meals on wheels service where appropriate. This figure is just slightly below Q2 in recent years with the overall trend showing an ongoing annual reduction.

Actions
 Treat: We will continue to deliver annual campaigns that are directed at the main causes of accidental fires in people's homes to raise awareness of the causes and provide preventative advice, specifically cooking related fires. This activity will take place at a targeted local level through the delivery of the local station's Local Risk Management action plan supported by the Prevention Team with the aim of driving this figure down further.

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

0 accidental dwelling fire deaths in Q2 2021-22

Current RAG Status GREEN

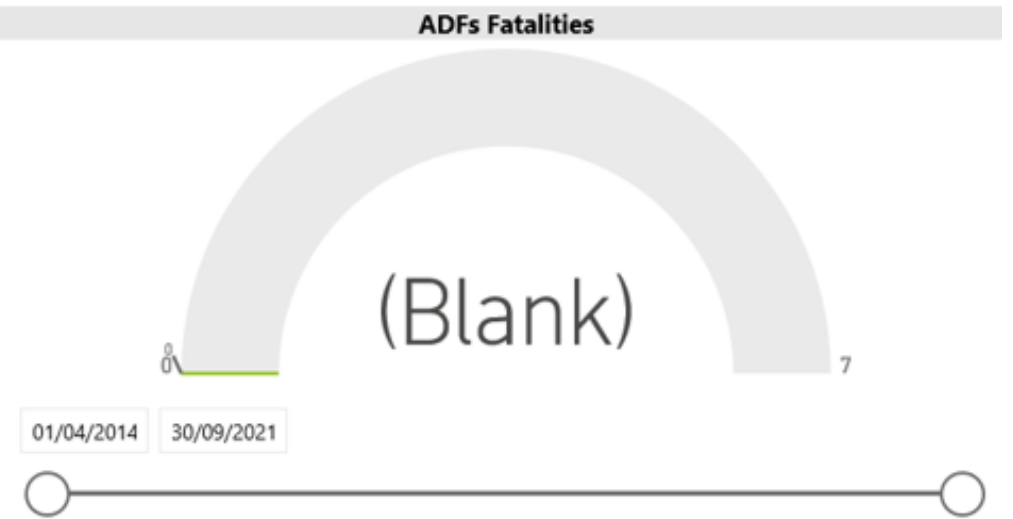
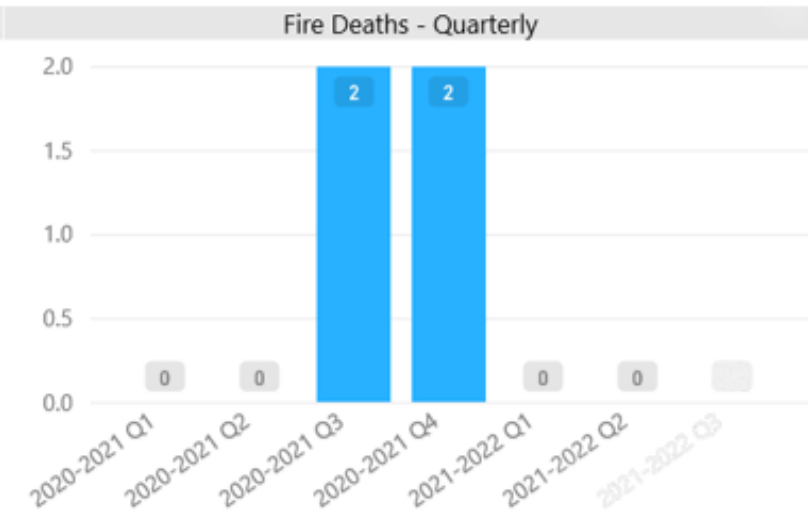
The total number of deaths that occur as a result of a Accidental Dwelling Fire. This includes a person whose death is attributed to a fire, even when the death occurs weeks or months later.

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

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

| ADFs Fatalities by FY | | |
|-----------------------|----------|-------------|
| Financial Year | Count | Rate |
| 2015-2016 | 1 | 0.12 |
| 2016-2017 | 3 | 0.35 |
| 2018-2019 | 1 | 0.12 |
| 2020-2021 | 4 | 0.46 |
| Total | 9 | 0.00 |

[More Information](#)



Commentary
 There have been no accidental dwelling fire fatalities during this quarter 2 reporting period which is consistent with previous years. Officers are reviewing this trend to better understand why this pattern continues and to determine why fatalities tend to occur later in the reporting year.

Actions
 Treat: We will continue to apply the learning identified from serious and fatal fire incidents, using it to offer specific fire safety advice to prevent such incidents occurring. We continue to build relationships with partner organisations who can refer their customers and patients to us when they identify a fire risk.

Core Measure 3: Accidental Dwelling Fire casualties in West Sussex over a year period starting from April

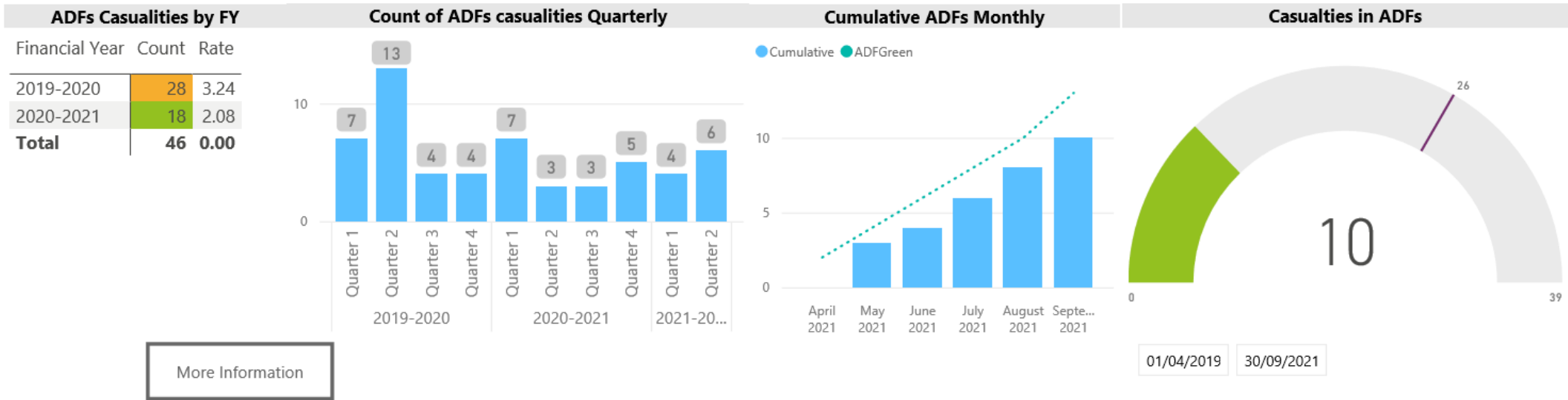
6 accidental dwelling fire casualties in Q2 2021-22

Current RAG Status GREEN

The total number of casualties resulting from an accidental dwelling fire in West Sussex over a year period starting in April. This is limited to a person who's injury is fire related and was severe enough to require hospital attendance.

Annual Target:
 <26 Green
 26 – 39 Amber
 >39 Red

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



[More Information](#)

Commentary
 Six casualties all with what appeared to be slight injuries as a result of smoke inhalation. The cumulative figures for Q1 and Q2 are the same as last year but show a 50% reduction on 2019/20. Two of these injuries were as a result of cooking, two were due to a fault in equipment and two where combustible materials were too close to a heat source

Actions
 Treat: Continue to monitor and identify trends, delivering appropriate fire safety messages through our Comms Team and delivery of the local community safety activity.

Core Measure 12: Percentage of Successful Prosecutions

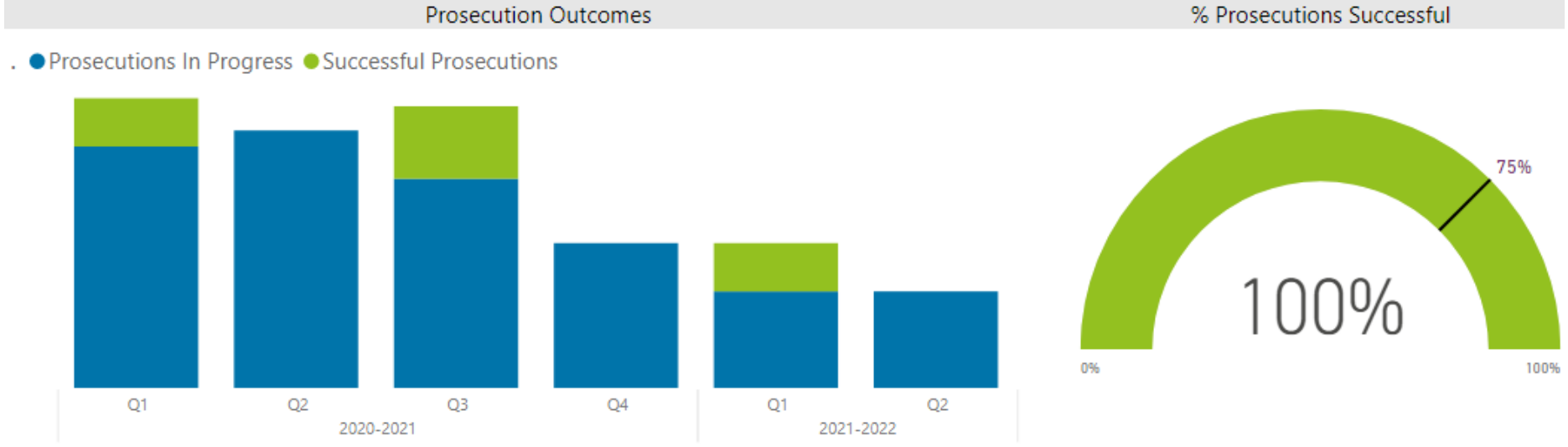
100% of prosecutions successful so far in 2021-22

Current RAG Status GREEN

The percentage of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005.

Annual Target:
 >75% Green
 < 75% Red

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



Commentary
 There are two prosecutions that the team continue to work towards. WSFRS have a well-developed Prosecution System which looks at each case to ensure it meets the strict criteria for sending to courts and is in the public interest to do so. This is led by a dedicated Enforcement Officer, who works closely with a WSCC solicitor to ensure that we have a thorough and robust approach to all prosecutions.

Actions
 Treat: While it is pleasing that we are still achieving a 100% success rate in prosecutions, ideally all premises in West Sussex should be safe from fire and prosecutions should not be necessary. To assist our work towards this goal, all prosecutions are debriefed to ensure any learning is achieved. The outcome of these debriefs inform our risk-based inspection programme and the development of our community engagement, which aims to ensure that responsibilities under the Fire Safety Order are well understood.

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.

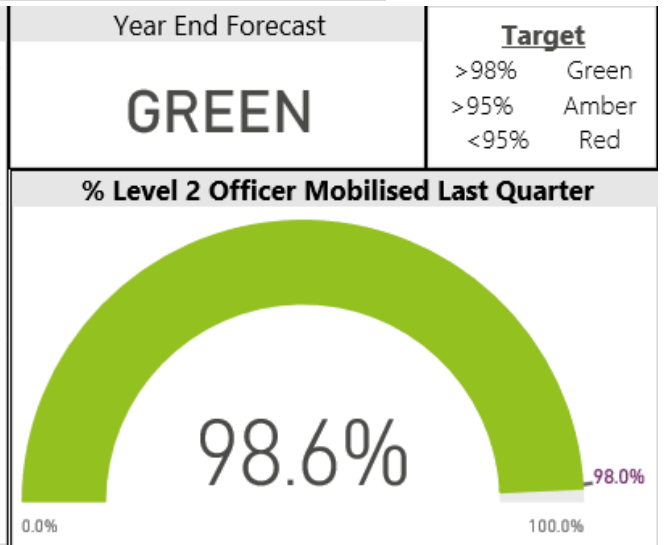
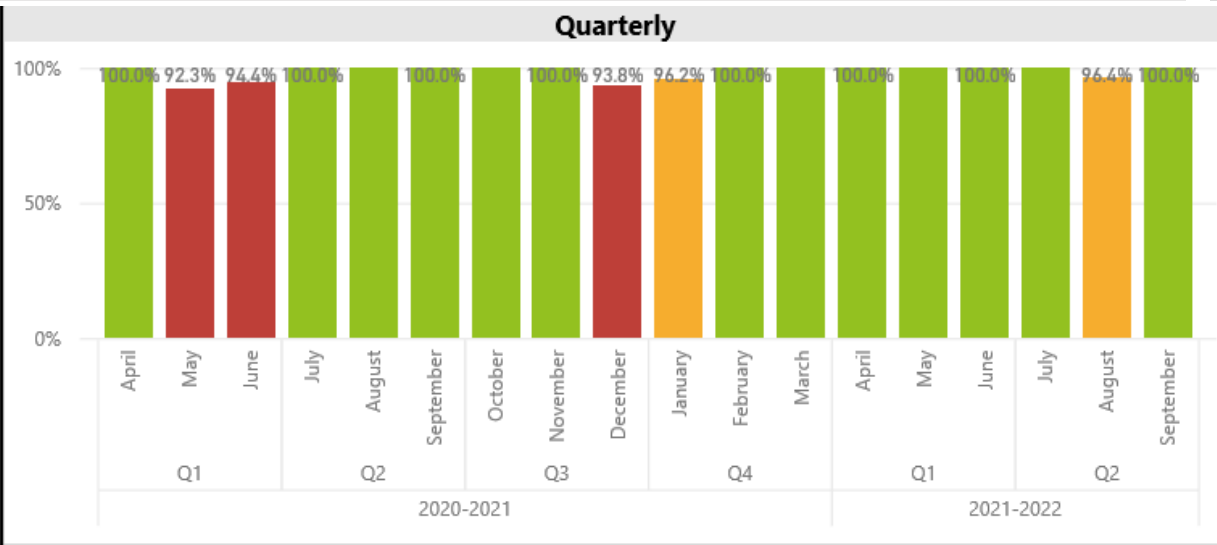
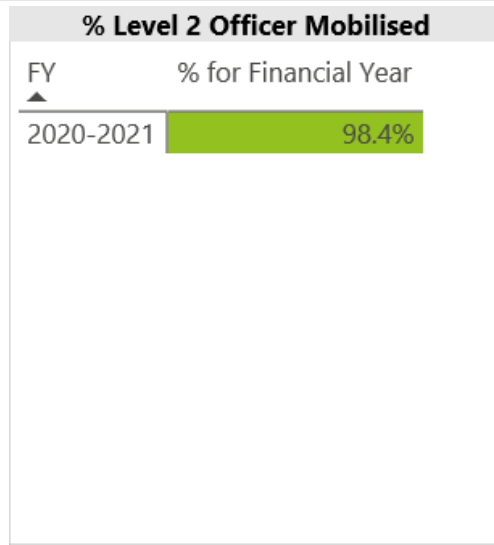
98.6% of incidents attended within target time in Q2 2021-22

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 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 98.6% 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.

Selected Measures (Red and Amber Status)

Quarter 2

(1st July 2021 – 30th September 2021)

Selected Measures (Red and Amber Status)

4 of our core measures are included in the West Sussex Council Plan:

- CM 7: Number of Safe and Well Visits (S&WV's)
- CM 10: Number of regulated buildings having received an audit
- CM 19: Critical Fires - 1st Appliance Attendance
- CM 21: Critical Special Service - 1st Appliance Attendance

Q2 performance against these 4 measures was examined in a meeting of the FRS Scrutiny Committee in November 2021, therefore though they are RED in status they are not included in detail again in this report.

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

- CM 15: % of Site Specific Risk Information (SSRI) that are currently in date
- CM 16: Time taken to answer the 999 call by Joint Fire Control Room
- CM 17: Time taken to alert the correct station by Joint Fire Control Room
- CM 23: Adequate crewing on all retained frontline pumping appliances
- CM 26: % of Eligible Staff with a Successful Fitness Test

Core Measure 15: % of Site Specific Risk Information (SSRI) that are currently in date (High Risk last 12 months, Medium risk last 36 months)

80.3% of inspections in date at end of Q2 2021-

Current RAG Status AMBER

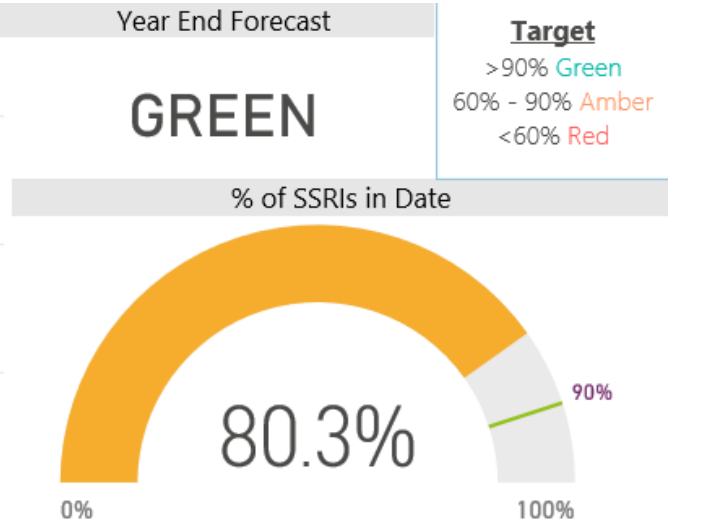
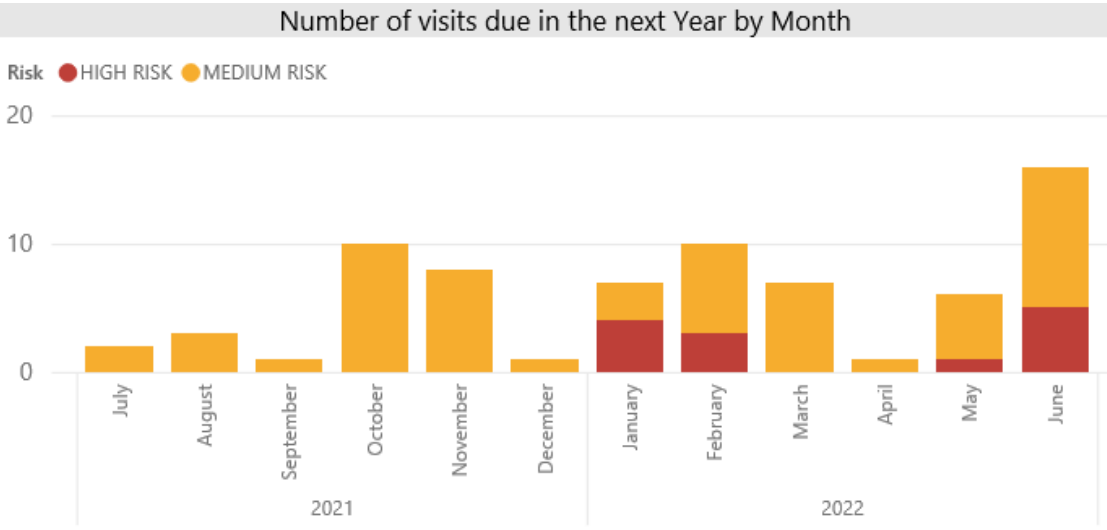
Premises that are identified as having specific risks to the community and to the firefighter are included in a regular programme of inspections to make sure that relevant information is made available to the firefighter prior to any call or visit. High Risk premises are inspected at least every 12 months and Medium risk every 36 months to ensure that risk information remains current and complete.

Annual Target:
 >90% Green
 60% - 90% Amber
 <60% Red

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

Performance in Previous Quarters

| FY | Qtr | % of SSRIs in date | Number of SSRIs out of date |
|---------|-----|--------------------|-----------------------------|
| 2021/22 | 1 | 66.2% | 177 |
| 2021/22 | 2 | 80.3% | 101 |



Commentary
 Whilst this measure is still below target, it has increased by 14% with 76 high and medium risk SSRIs completed in Q2. We anticipate this measure moving to GREEN status by the end of the year due to enhanced productivity. The new Farynor system will improve the process for firefighters visiting sites and assessing the risks that they pose. Existing Premises Risk data has been fully cleansed and loaded into Farynor and we are in the process of entering emerging risks into the system. This activity has been paramount in developing a robust and controlled system and account for why there has been less capacity to quality assure work undertaken by firefighters. A training package has also been designed to support the Farynor roll out and face to face training will commence in Q3.

Actions
 Treat:
 The 101 overdue SSRIs have been loaded into Farynor to ensure that they are actioned during the first 3 months of using the system. The release of training across all stations will improve understanding on what actions need to be carried out when visiting a site. Training on the roll out of the Farynor system will include the use of tablets that upload to our Mobile Data Terminals to replace outdated paper-based processes, embedding a much more efficient process that is quicker and easier to undertake. All station-based training will be completed by the end of January 2022, including familiarisation of Station Managers, who will lead delivery, management and accountability. We are also rescheduling review dates for the entire SSRI database to ensure these are allocated more evenly throughout the calendar year.

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

95.9% of calls answered within 7 seconds in Q2 2021-22

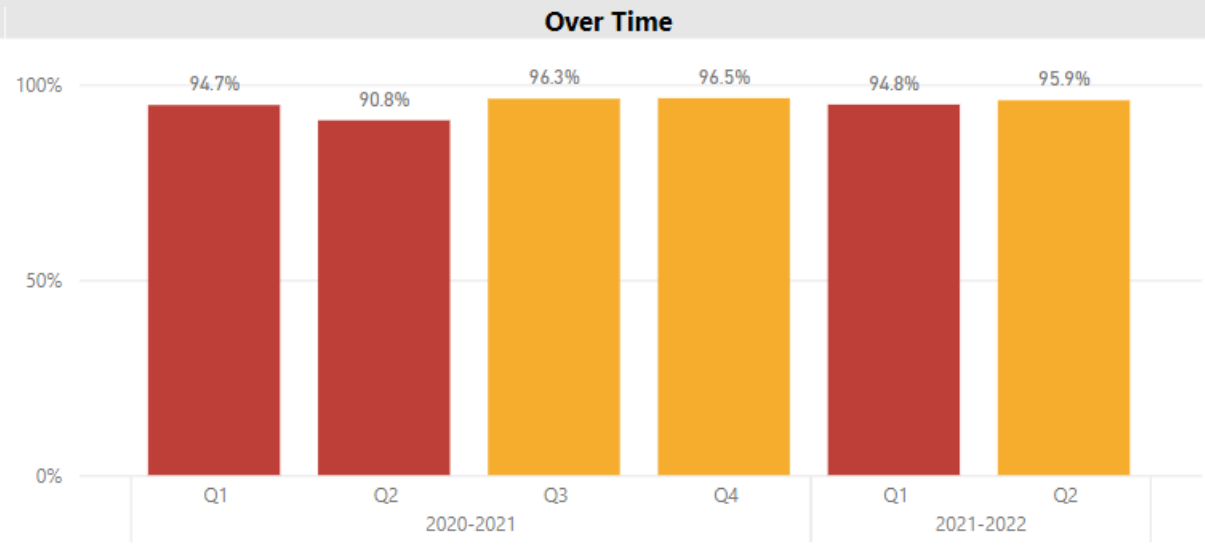
Current RAG Status AMBER

This measure looks at the time taken from when the Fire Control Room Operator answers the phone when a 999 call is received by Fire Control. 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

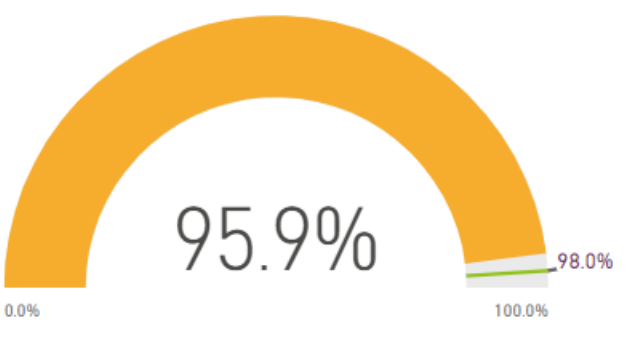
Service Owner:
Steve Ash
 Area: **Response**

| % Calls answered in 7 seconds | |
|-------------------------------|--------------|
| FY | Average of % |
| 2020-2021 | 94.2% |



Year End Forecast
GREEN
 % Calls answered in 7 seconds last quarter

Target
 >98% Green
 >95% Amber
 <95% Red



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.

Actions
 The forthcoming move to a tri-service control room has led to a reassessment of this measure. The Public Emergency Call Service (PECS) code of practice sets a national performance standard of 95% in 10 seconds. This measure is due to be adopted under our new performance arrangements for the tri-service control. A retrospective analysis of all data for the last two quarters indicates that under this national performance measure all call taking across the last two quarters would have been within the required target. Additional staff in control - that are a consequence of moving to a control room servicing three counties will reduce the impact of multiple calls to the same incident on call answering times

Core Measure 17: Time between Surrey/West Sussex Joint Fire Control Room receiving the emergency call and the correct fire station being alerted

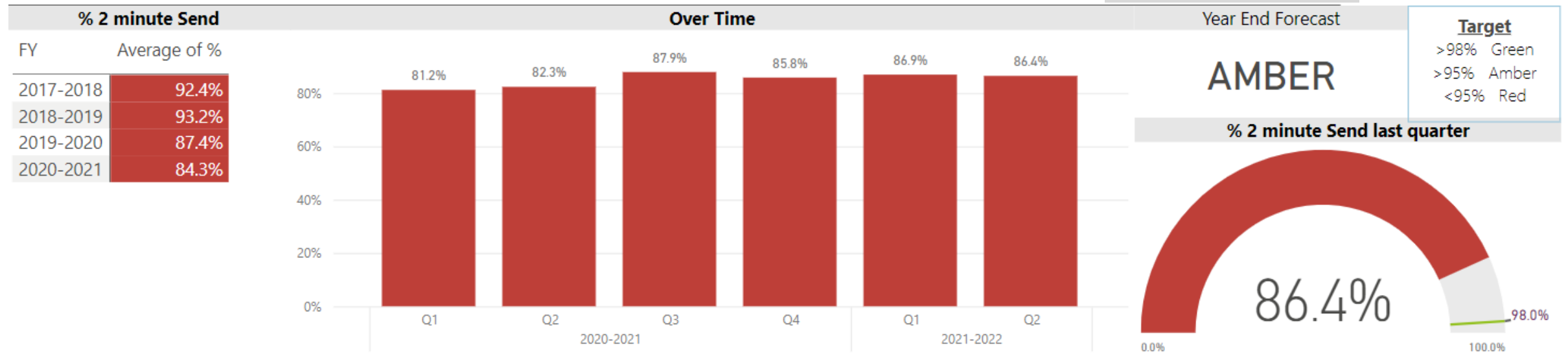
86.4% of stations alerted within 2 minutes in Q2 2021-22

Current RAG Status RED

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. 98% emergency incidents are alerted within 2 minutes of the Surrey/West Sussex Joint Fire Control Room receiving the call.

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

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



AMBER

Commentary
 This measure continues to be a challenge. A deep dive performance review has been commissioned by the chief fire officers of both services to understand the impact of specific factors in more detail, such as the impact of calls being received from mobile phones where the caller is unaware of their location, or the initial call being received by another emergency service. This has indicated some potential areas which need further examination and this work is ongoing. A full Response Q2 performance report has been produced.

Actions
 Treat: An action plan to address identified causal factors with timelines will be produced once the deep dive performance review has been completed. The move to a 3 service control room will be supported by revised governance arrangements led by the Deputy Chief Fire Officers in each service at a Strategic Board. At the top of this agenda will be performance monitoring to ensure that WSFRS get prompt action and tangible improvements to these indicators. This new governance includes strengthened escalation protocols to assist in holding Surrey County Council to account with any sustained under performance.

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

50.6% adequate retained crewing in Q2 2021-22

Current RAG Status RED

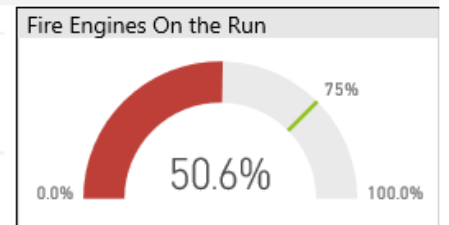
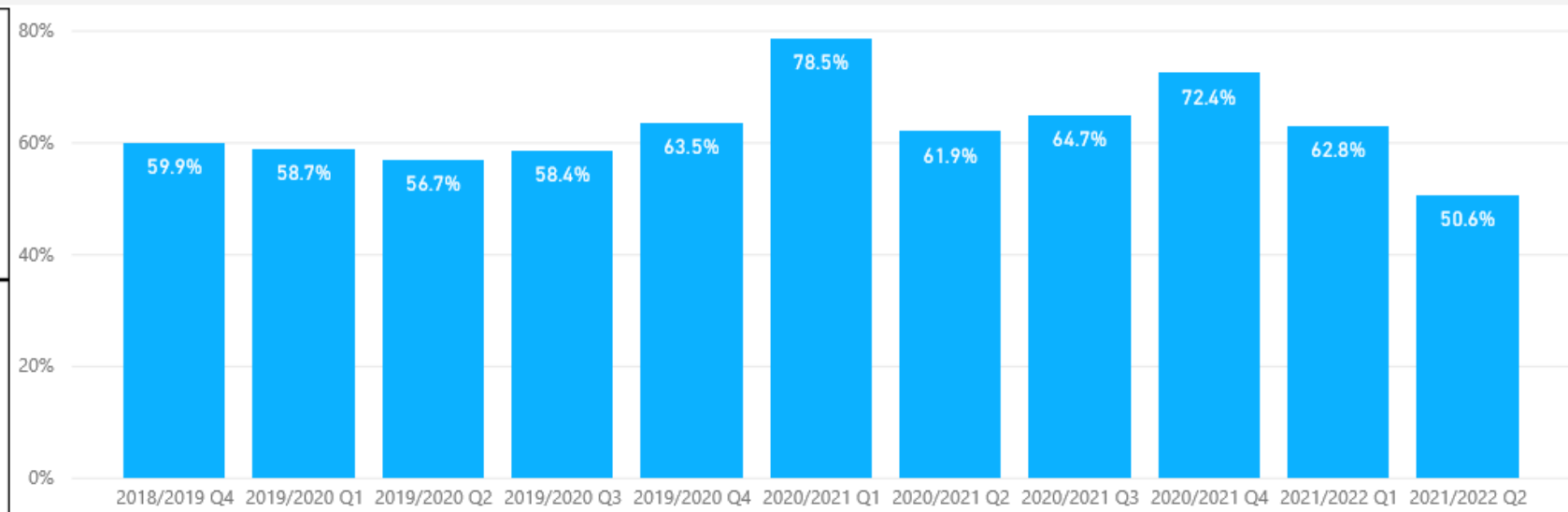
Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on 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**

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

| Financial Year | Total |
|----------------|-------|
| 2018/2019 | 59.9% |
| 2019/2020 | 59.3% |
| 2020/2021 | 69.3% |



Financial Year to Date
56.6%

Date Range

[Click Here for Detailed Station View](#)

Commentary
 Three factors have led to the significant drop in the availability of retained crew this quarter. These are:
 1. The retained firefighters contract allows hours of cover to be averaged over a reference period. The removal of COVID restrictions during this quarter meant that additional hours of cover that were provided whilst lockdown measures were in place (thereby increasing availability above trend) meant that individual retained firefighters could provide reduced cover during Q2 within the existing contractual arrangements (thereby reducing availability above trend). These were a one-off set of circumstances that will not be repeated.
 2. Q2 saw the trial of the removal of the ability for a single individual to be both the driver and the officer in charge of a fire engine. This was a change carried out to increase firefighter safety. It was expected that this would have a 1.9% drop in availability. Further analysis is being undertaken
 3. The Crewing Optimisation Group was used significantly to maintain crewing on immediate response fire engines working from wholtime fire stations, this reduced the capacity of this team to support RDS stations.

Actions
 Treat: The circumstances surrounding the change in retained firefighters' hours are a one-off occurrence due to the pandemic and will not be repeated. Recent workforce planning actions have resolved issues that reduced the use of Crewing Optimisation staff on wholtime stations. Further analysis is being undertaken on the impact of the crewing change. At the start of the trial less than 2% reduction in availability was anticipated and firefighters need to work safely in dangerous environments to effectively deliver services. The proposals in the forthcoming Community Risk Management Plan include enhancing our retained operating model for better performance in the future.

Core Measure 26: Eligible staff with a successful fitness test

81.7% of staff with a successful fitness test.

Current RAG Status RED

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, maternity leave or alternative duties are excluded from this measure.

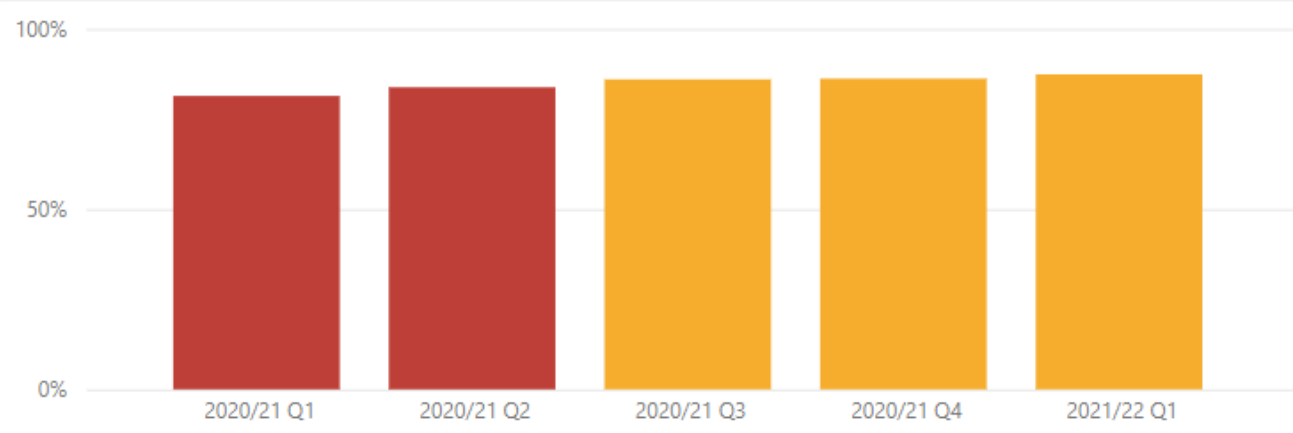
Annual Target:
 >95% Green
 85%–95% Amber
 <85% Red

Service Owner:
Cathy McDonnell
 Area: **POD**

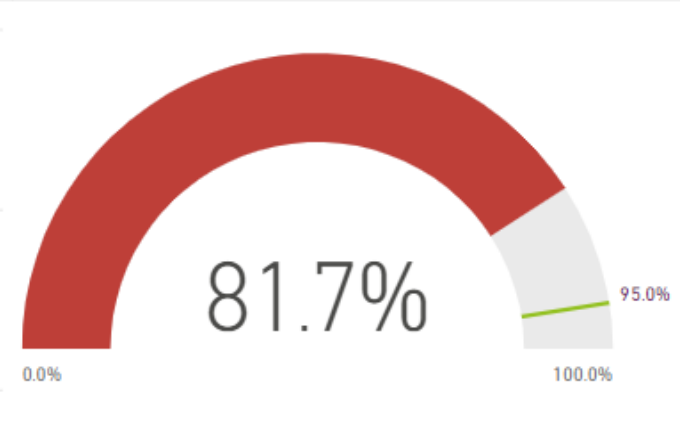
Performance in Previous Quarters

| FYQtr | % of Fitness tests in time |
|------------|----------------------------|
| 2020/21 Q1 | 81.4% |
| 2020/21 Q2 | 83.8% |
| 2020/21 Q3 | 86.0% |
| 2020/21 Q4 | 86.2% |
| 2021/22 Q1 | 87.4% |

Performance in Previous Quarters



Percentage of Fitness Tests in Time



Commentary
 We continue to work with service Physical Training Instructors (PTIs) to ensure fitness tests are completed and recorded on time. Fitness tests are currently completed in 3-month cycles which presents a risk that annual fitness tests falls outside of the 12 months renewal date. It is the responsibility of the individual and their line manager to ensure that fitness assessments remain in date.

Actions
 The Health & Wellbeing Manager will liaise with the Area Manager for Response regarding all staff members that have an out-of-date fitness competency.
 The Service Executive Board (SEB) has recently agreed amendments to our annual fitness standards that will align WSFRS to the newly introduced National Fire Chiefs Council fitness standards. These revised standards differentiate fitness level requirements between those carrying out firefighting duties and those carrying out Incident Command Duties; amend the testing cycle to ensure that fitness assessments must be completed within 12 months of the previous one and make clear the requirements for fitness and define where the responsibility of having an in date annual fitness competency lies.
 The PTI network will also be sent email reminders of the importance of completing the electronic fitness returns submission in a timely manner on the Firewatch system. The Service Fitness Advisor will monitor and quality assure the fitness assessments and will provide further support for those individuals who are unable to reach the required standard as well as providing regular feedback to managers to ensure that all fitness assessments are carried out in a timely manner.