

West Sussex Fire and Rescue Service Performance Report Quarter 4

Deputy Chief Fire Officer
Mark Andrews

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Strategic Performance Board Quarterly Report

Quarter 4 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:

Service Provision	Corporate Health
Priority Programmes	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 January 2022 – 31st March 2022.

Cabinet Member Summary



The performance information contained within this report for WSFRS is for the fourth quarter of 2021/2022.

After a period of brief respite from the major impacts of COVID 19 the Government announced the Winter Plan B to protect essential services which ultimately came into effect in December with the onset of the Omicron variant and the increase in cases across the UK. 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 restrictions continues 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



Our business continuity arrangements continued throughout Quarter 4, supporting with advice on vaccines, lateral flow testing and protecting staff and our statutory duty with sickness remaining low through this reporting period.

With the continued challenges for safe and well visits we have focussed on conducting sustained post fire activity in and around the communities where fires have occurred. This has resulted in additional referrals and fire safety checks being undertaken by crews and volunteers.

To supplement our full fire safety audits our front line crews are now conducting business fire safety checks in low risk high street premises like shops and takeaways. These are premises that would otherwise not attract an inspection by the fire service but the early indication is that this activity is yielding positive risk reduction results and helping our partner agencies with other regulatory issues such as housing and environmental health.

The new joint fire control centre continues to deliver improvements with changes to the mobilising system helping to improve appliance attendance times. A new working group will look at future technology that will further assist the reduction in mobilising times and wider operational awareness for control.

With the launch of our Community Risk Management Plan (CRMP) we are now developing an implementation plan that will ensure the key proposals and objectives are delivered in a prioritised and timely way. As priority projects, the extension of the day crewed system and review of the retained duty system will contribute significantly to the improved availability, resilience and performance of the service.

To ensure the golden thread of the CRMP all objectives filter down through the organisation into service plans which are approved at our Service Executive Board. Personal objectives for our teams are then set as part of the performance discussions which are being completed this quarter.

Performance Summary

At the end of Quarter 4 2021-22, 19 of the 30 measures had a GREEN status, 5 were AMBER and 6 were RED.

Of the 13 comparable measures that were RED or AMBER last quarter:

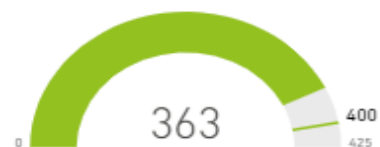
- 10 measures showed improvements in performance and 3 a decline.
- 1 measure moved from AMBER to GREEN
- 7 measures moved from RED to GREEN
- 1 measure moved from AMBER to RED

Of the 9 comparable measures that were GREEN last quarter:

- 2 measures showed an improvement in performance
- 2 measures moved to AMBER status

Performance Summary for all core measures at the end of Quarter 4 (1 of 2):

CM1: Accidental Dwelling Fires



CM2: Accidental Dwelling Fire Fatalities



CM3: Accidental Dwelling Fire Casualties



CM4: Deliberate Primary Fires



CM5: Deliberate Secondary Fires



CM6: Safeguarding - % Created within 24 Hours



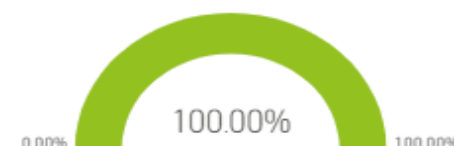
CM7: Safe and Well Visits



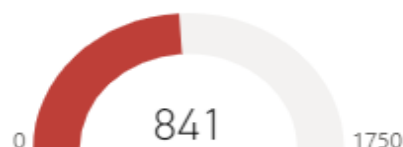
CM8: Very High Risk Safe & Well on Time



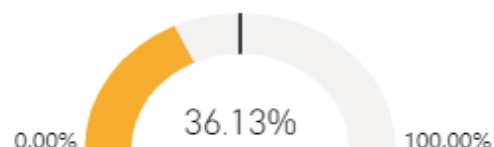
CM9: High Risk Safe & Well on Time



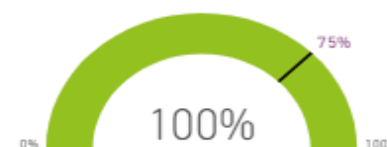
CM10: Fire Safety Audits



CM11: Unsatisfactory Inspections



CM12: Prosecutions Successful



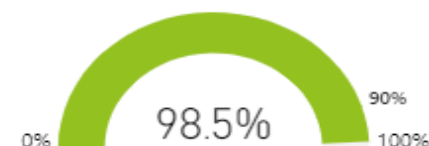
CM13: Statutory Fire Safety consultations



CM14: Unwanted fire signals

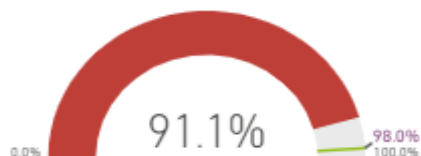


CM15: Site Specific Risk Information (SSRI)

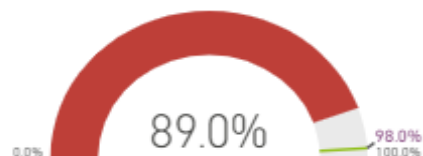


Performance Summary for all core measures at the end of Quarter 3 (2 of 2):

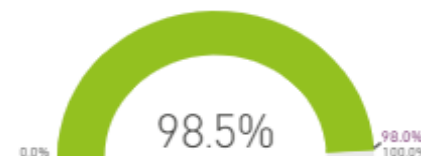
CM16: 999 Calls Answered on Time



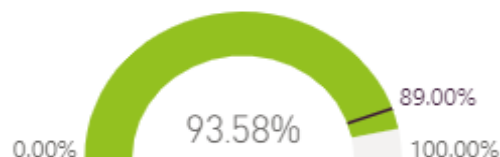
CM17: Time to Alert



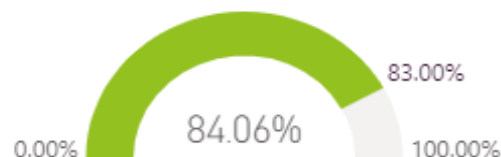
CM18: Time to Inform L2



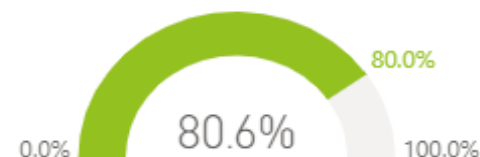
CM19: Critical Fires 1st Appliance Attendance Times



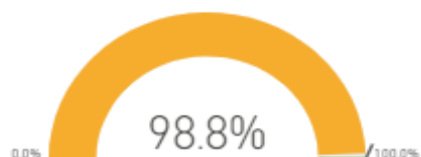
CM20: 2nd Appliance Attendance Times



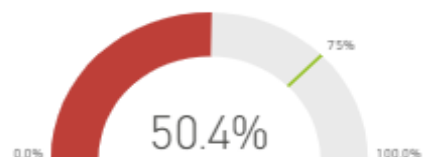
CM21: Critical Special Service Attendance Times



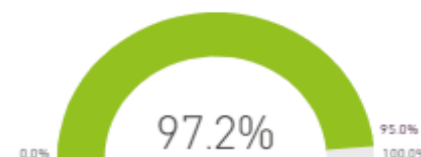
CM22: Immediate Response Availability



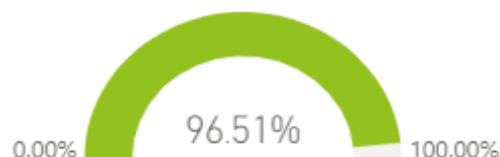
CM23: Retained Availability



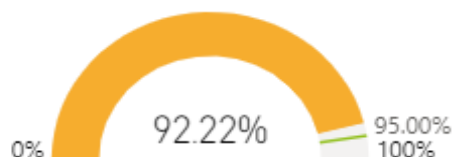
CM24: Feedback Surveys - Customer Satisfaction



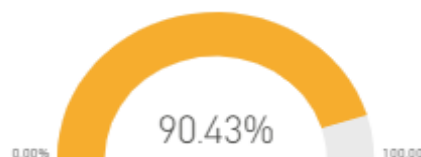
CM25: Proportion of Staff not Sick



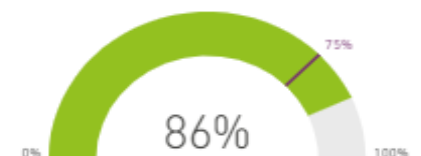
CM26: Fitness test



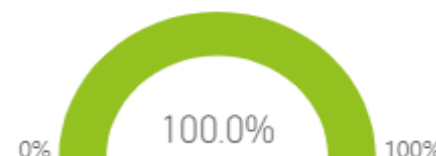
CM27: Staff in qualification



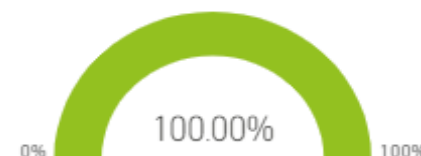
CM28: Level 4 Qualification



CM29: RIDDOR



CM30: Risk Assessments



Areas of Significant Improvement and Success

Quarter 4

(1st January – 31st March 2022)

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.

Quarter 4 saw an overall improvement in performance, with the following emergency response measures showing particular success:

- CM 19: Critical Fires - 1st Appliance Attendance
- CM 20: Critical Fires - 2nd Appliance Attendance
- CM 21: Critical Special Services - 1st Appliance Attendance

In addition to those examined in this report, annual figures for all instances of fires and fire casualties remained low. Accidental Dwelling Fires form a key focus of our prevention activity and these continued low numbers reflect the sustained work of our teams to ensure that the most vulnerable are kept safe from fire.

Core Measure 19: Critical Fires - 1st Appliance Attendance

93.7% in Q4
2021-22

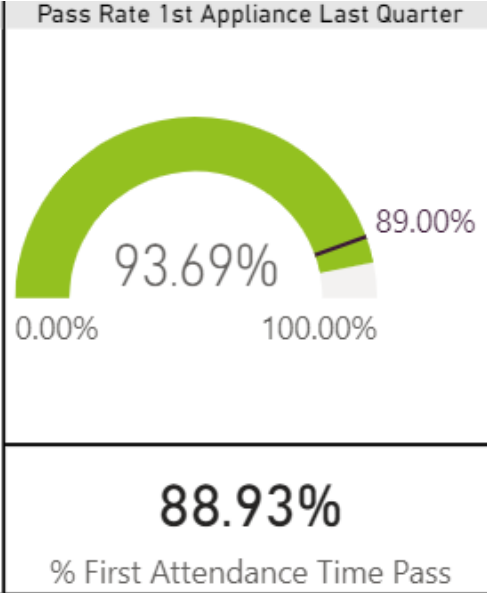
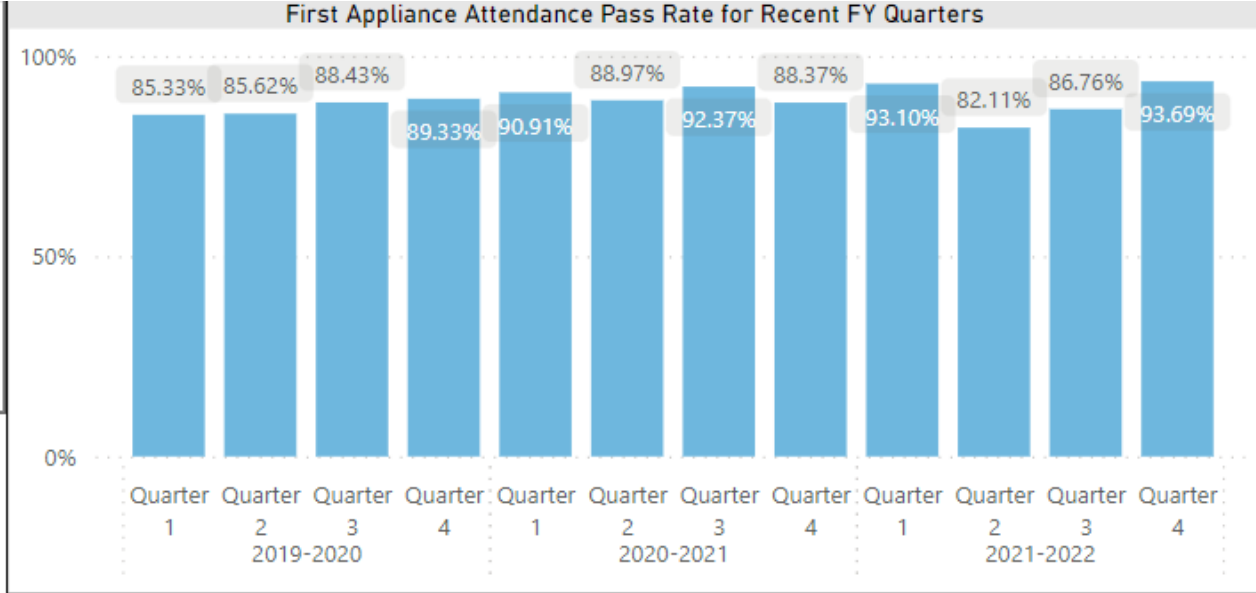
Current RAG
Status
GREEN

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. This measure examines the number of occasions where the first fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.

Target:
>89% Green,
<89% Red

Service Owner:
Steve Ash
Area:
Response

Financial Year	Very High	High	Medium	Low	Total
2015-2016	100.00%	84.48%	86.75%	89.19%	87.67%
2016-2017	75.00%	88.57%	83.72%	89.86%	86.52%
2017-2018	0.00%	100.00%	89.03%	90.00%	90.28%
2018-2019	0.00%	93.94%	88.32%	86.27%	87.66%
2019-2020	0.00%	96.00%	87.50%	85.82%	87.11%
2020-2021	0.00%	92.31%	88.37%	91.70%	90.15%
2021-2022	0.00%	100.00%	88.89%	88.72%	88.93%
Total	78.57%	91.80%	87.38%	88.86%	88.29%



[Table of Incidents](#) [Map & Station Group](#)

Commentary

Performance for this quarter is 93.58%, which is our highest recorded quarter for this performance measure. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.

Actions

Tolerate: We are carefully monitoring the impact of the DCT and continue to work with JFC to train the control operators and identify every possible efficiency in our mobilising system. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible.

Core Measure 20: Critical Fires – 2nd Appliance Attendance

83.8% in Q4
2021-22

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. This measure examines the number of occasions where the second fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.

Target:
>83% Green,
<83% Red

Service Owner:
Steve Ash
Area: Response

Financial Year	Very High	High	Medium	Low	Total
2015-2016	100.00%	84.21%	74.36%	77.20%	76.58%
2016-2017	72.73%	71.79%	74.58%	80.00%	76.32%
2017-2018	0.00%	86.21%	79.00%	79.73%	79.79%
2018-2019	0.00%	72.73%	76.88%	80.43%	78.27%
2019-2020	0.00%	77.78%	76.00%	69.83%	73.12%
2020-2021	0.00%	100.00%	80.46%	76.53%	78.78%
2021-2022	0.00%	100.00%	78.66%	80.00%	79.45%
Total	75.00%	80.00%	77.02%	77.68%	77.48%

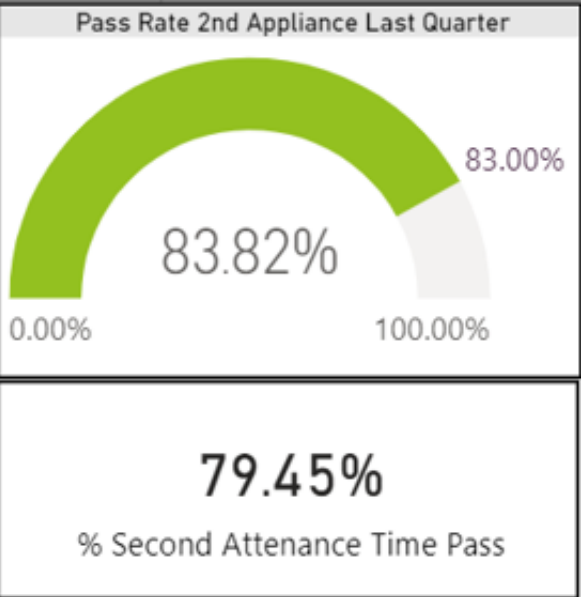
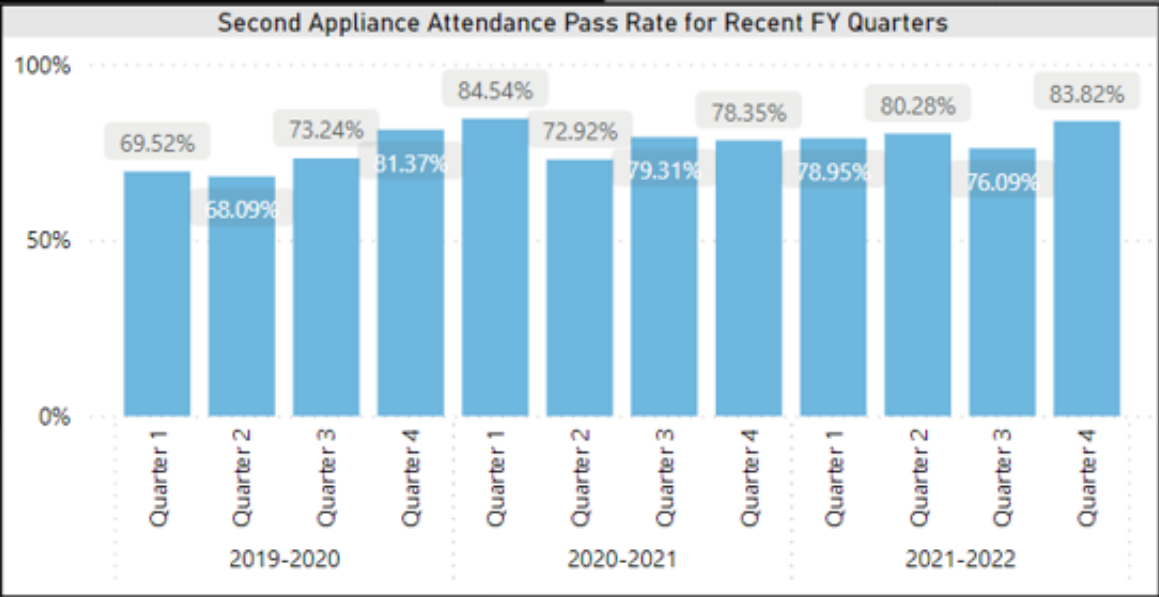


Table of Incidents Map & Station Group

Commentary

Performance for this quarter is 84.06%, which is our second highest recorded quarter for this measure. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. We have also continued to work at ensuring status updates are correctly recorded. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.

Actions

Tolerate: Monitor the impact of the DCT while continuing to undertake other work at our fire stations to ensure we are constantly doing everything we can to respond to incidents as quickly as possible

Core Measure 21: Critical Fires – 2nd Appliance Attendance

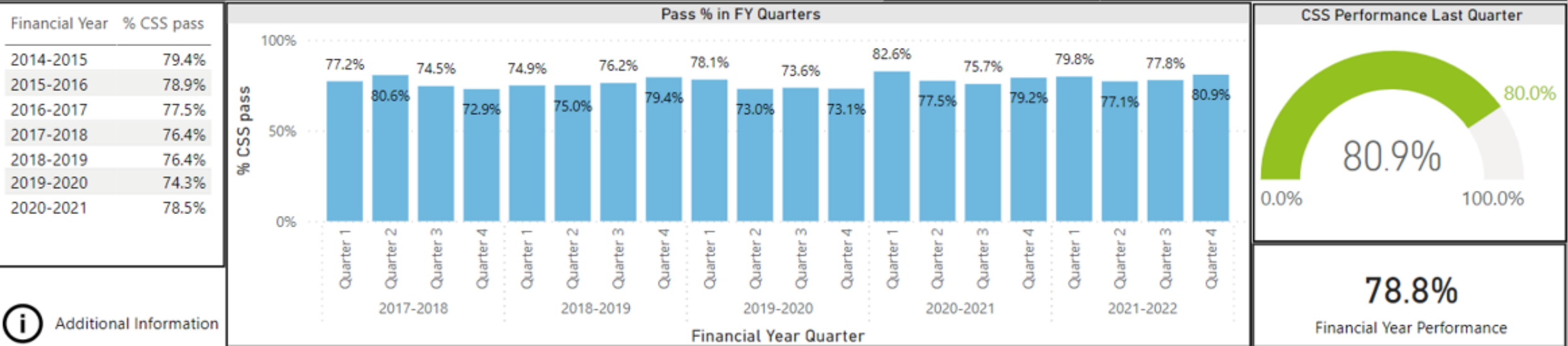
80.9% in Q4
2021-22

Current RAG
Status
GREEN

Target:
>80% Green,
<80% Red

Service Owner:
Steve Ash
Area:
Response

A critical special services incident is a serious incident that does not involve a fire, for example an RTC, an emergency involving a hazardous substance or when someone is trapped. Some areas of the county are more at risk of fires than others, however special service incidents can happen anywhere, especially with our extensive road network. For this reason we have a single response standard of less than 13 minutes for all critical special service incidents. This measure examines the percentage of occasions where the first fire engine arrives at an emergency special services incident within 13 minutes of the time the emergency call was answered.



Commentary

We measure critical special service calls separately from critical fires. Critical special service calls can occur anywhere in the county and often away from the population centres which either (due to the number of incidents) warrant a wholtime fire station or have sufficient population density to support an RDS station. This is the most challenging of our three attendance measures and is particularly influenced by the availability of RDS appliances. Performance for this quarter is 80.06%, which is our joint second highest recorded quarter's performance. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.

Actions

Tolerate: We are carefully monitoring the impact of the DCT and continue to work with JFC to train the control operators and identify every possible efficiency in our mobilising system. Specifically with critical special service calls we are working with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely.

Selected Measures (Red and Amber Status)

Quarter 4

(1st January – 31st March 2022)

Selected Measures (Red and Amber Status)

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

- CM 7: Safe and Well Visits delivered to households with at least 1 vulnerability
- CM 10: Number of FSO regulated buildings having received an audit over a year period
- CM 14: Unwanted Fire Signals over a year period
- CM 17: Time to alert the correct station of an emergency call
- CM 23: Retained Duty System crewing availability

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

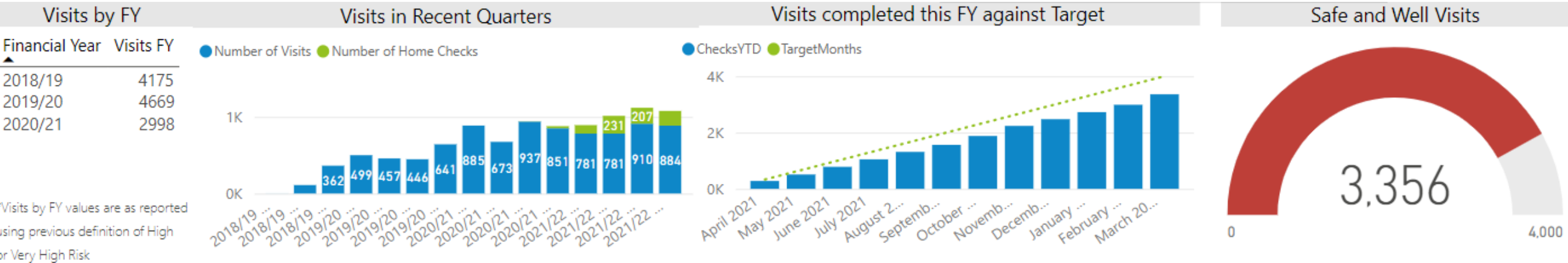
3356 at the end of Q4 2021-22

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.

Target: 4000 Green <4000 red

Service Owner: Nicki Peddle
Area: Prevention



*Visits by FY values are as reported using previous definition of High or Very High Risk

Commentary

In Q4 we carried out 883 SWVs and 192 home checks. We have seen a month on month increase in visits in 21/22, ending the year with a 38% increase on last April's figure. We attribute the increase to the remedial actions taken and the ongoing development of referral pathways. Staff based at fire stations have undertaken reactive post-incident as well as proactive referral generation activity. Whilst restrictions relating to the pandemic have been removed, the impact of the pandemic remains evident with a reduction in referrals and requests for visits with vulnerable people still less willing to have services in their homes. Neighbouring FRSs have seen similarly low numbers of visits. Whilst the total number of visits is below this year's target we have delivered a 12% increase on last year. The emergence of the Omicron variant in Q1 resulted in a shortfall that we were unable to recover from. In addition to the 3355 full visits completed we have visited a further 1075 homes to repair, replace, or install smoke detection equipment, with advice being provided where relevant – this gives a total number of visits to 4,430 homes that the FRS visited to make people safer.

Actions

Treat: We continue to work with our partners, particularly in health and social care, along with telecare providers to increase referrals of Safe and Well Visits. We are also offering revisits to some members of the public due to the time since we last visited them. We have changed the way our stations are supporting and completing Safe and Well Visits through new guidance and we are reviewing risk reduction activity to ensure that every contact can result in a Safe and Well Visit where possible. In many cases the resident has declined a full Safe and Well Visit, this may in part be due to Covid which we hope will change as we move forward. We continue to use data to target our activity to areas in which our most vulnerable residents live and we are making the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This will lead to more prevention activity being delivered to those at risk or those affected by an incident.

Core Measure 10: Number of FSO regulated buildings having received an audit over a year period starting from April

841 at the end of Q4 2021-22

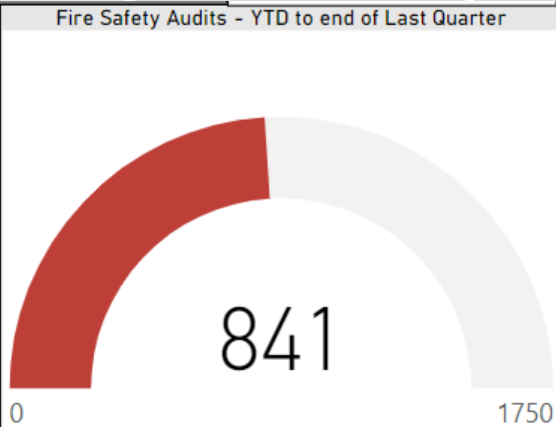
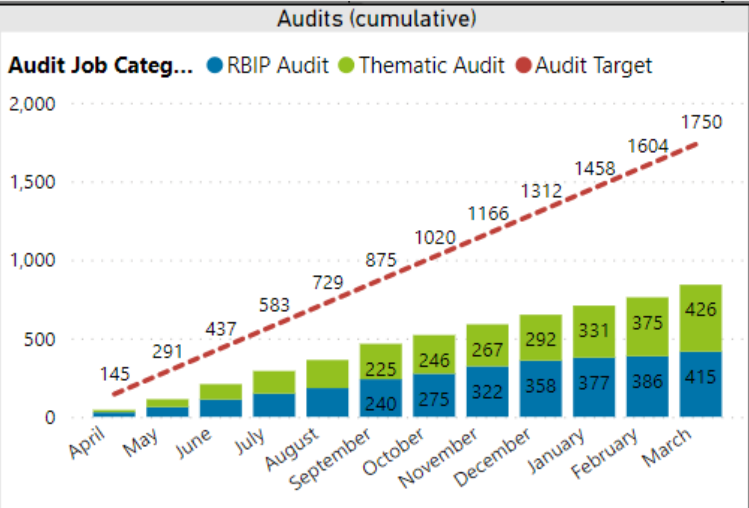
Current RAG Status RED

There are approximately 35,000 Fire Safety Order (FSO) 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 programme for known sleeping risks. In order to ensure that we are effectively enforcing the FSO our target is to achieve an average of 1750 RBIP visits per year..

Target:
1750 Green
1400 - 1749 Amber
<1400 red

Service Owner:
Dave Bray
Area:
Protection

Audit Job Category	Other Activities	RBIP Audit		Thematic Audit	
Financial Year	Fire Safety Checks	Desktop Audit	Fire Safety Planned Audit	Desktop Audit	Fire Safety Planned Audit
2021/22	182	4	411	27	399
Total	182	4	411	27	399



Commentary

The wider protection and fire safety environment is a very challenging one currently with significant demand for qualified people to assist with the changes in fire and building safety regulations. This has created unexpected turnover for our protection team and challenges in recruitment and retention. This has affected our ability to meet the target of 1750 visits which is based on a full department staffing model that is operating at competent level. Significant recruitment has taken place but this has the effect of further demand on qualified staff to help in developing new starters and Covid is also still playing a part in restricting numbers, both from a staffing perspective, but also from having the right person at the audit from the business to provide the right information.

Actions

Treat: Significant work has taken place to recruit colleagues with skills and backgrounds that will expedite their development in fire safety. We are also working hard to attract qualified officers back into the service to support schemes such as primary authority and fire safety engineering. Now that the new fire safety system and smarter working has been embedded, we are confident that officers will be able to work independently of the office in order to improve productivity and respond quicker to fire safety issues that occur at short notice. We are also continuing the roll out training for station-based response crews to undertake fire safety checks within their communities. Whilst these will not be recorded as full audits, they will reduce risk and increase our footprint into the built environment and therefore enhance our business engagement, providing additional routes to identify unsafe fire safety practice. These checks are already proving valuable with increasing evidence of wider fire safety concerns being uncovered by crews that ordinarily may not have surfaced through our routine inspections.

Core Measure 14: Unwanted Fire Signals (false alarms from fire alarm systems in non-domestic properties) over a year period starting from April

1603 at the end of Q4 2021-22

Current RAG Status RED

This measure records the number of incidents to which at least one fire engine was sent where the origin of the call was an automatic fire alarm (AFA) system, the property type was non-residential or other residential and the incident was recorded as a false alarm. AFA data is analysed monthly, with actions taken to reduce the number of AFAs.

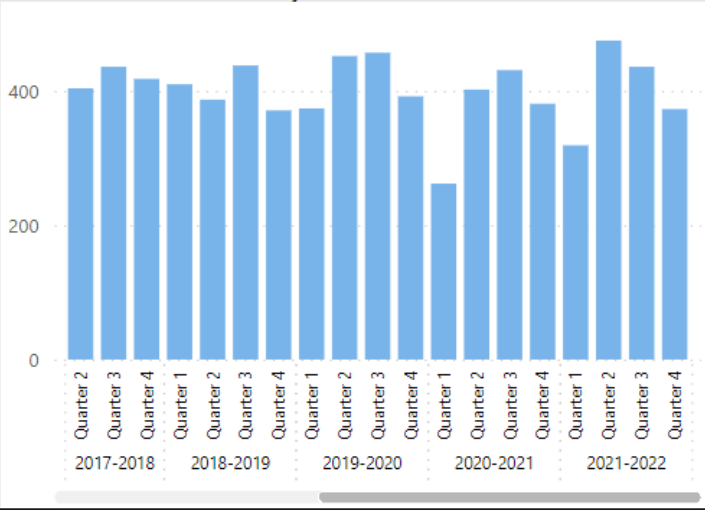
Reduction Target:
10% (<1328) Green
2% (1446) Amber
<2% (>1446) red

Service Owner:
Dave Bray
Area:
Protection

False Alarms by Financial Year

Financial Year	No. of Incidents
2014-2015	1723
2015-2016	1693
2016-2017	1607
2017-2018	1645
2018-2019	1606
2019-2020	1675
2020-2021	1476
2021-2022	1603

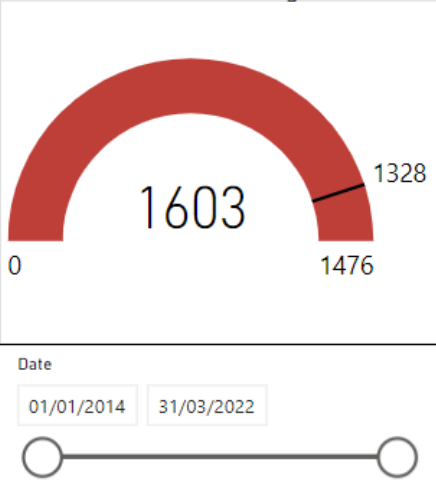
False Alarms by Financial Year & Quarter



False Alarms - Monthly



Unwanted fire signals



Commentary

This was a challenging target to achieve a 10% reduction on the 2020/21 year total which was very low due to many commercial premises being closed amid lockdown restrictions. Q4 does however represent the 2nd lowest quarter for unwanted fire signals this year and is equally the lowest Q4 total since 2016/17. We continue to undertake audit activities and education interaction with premises that are repeat offenders, however our records indicate that there are only 100 premises that have had more than 2 unwanted fire signals during the year and therefore the rest are below the threshold currently defined within the NFCC guidance and BS5839 part1 regarding the trigger for action. Of these 100 premises a number of them not only have multiple buildings within the site curtilage but may have several hundred or thousands of detector heads. Where this is the case the British Standard details a formula to calculate what the acceptable rate of false alarms is.

Actions

Treat: As part of our 4 year project plan for the CRMP we will be working to ensure that the data is as accurate as possible, which includes additional training and engagement with the response crews to ensure that they are thoroughly investigating the cause of the unwanted fire signals. This information can be analysed to better understand what the real cause is behind the majority of unwanted fire signals and when they are occurring. This will then direct the options most suited to tackle the issue. We have 3 CRMP strategic actions which consider the potential mechanisms for tackling unwanted fire signals over the next 4 years.

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

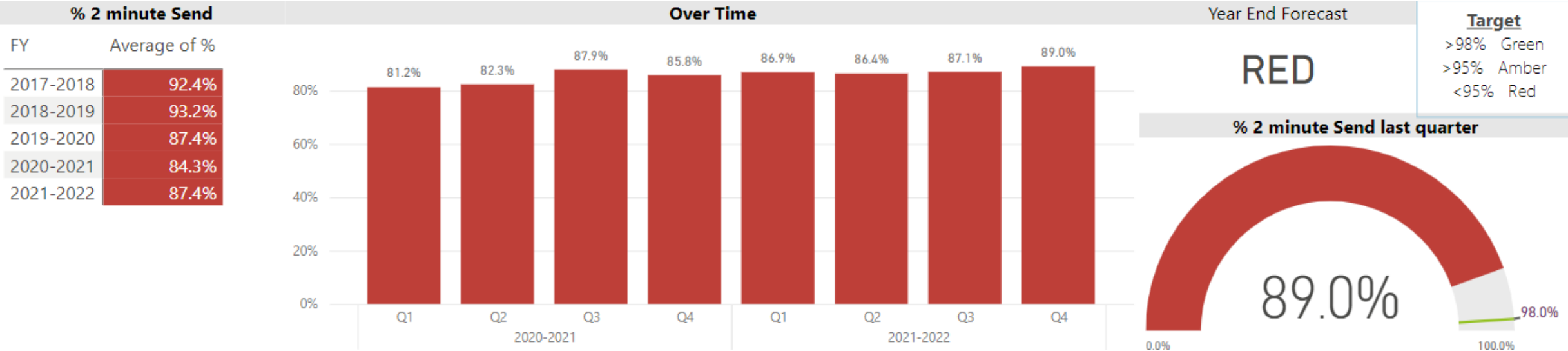
89% in Q4
2021-22

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.

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

Service Owner:
Steve Ash
Area:
Response



Commentary

Clear performance expectations have been set for Joint Fire Control (JFC) on the importance of this measure to West Sussex. Whilst this performance is still not at the level that we would expect it should be noted that in the last quarter we have seen an approximate 2% increase in the performance on this measure. By comparison JFC is now achieving a performance for West Sussex that is 15% higher than Surrey’s calls and approximately 6% higher than East Sussex calls.

Actions

Treat: A performance improvement plan is currently being drafted by Surrey County Council

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

50.6% in Q4
2021-22

Current
RAG Status
RED

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

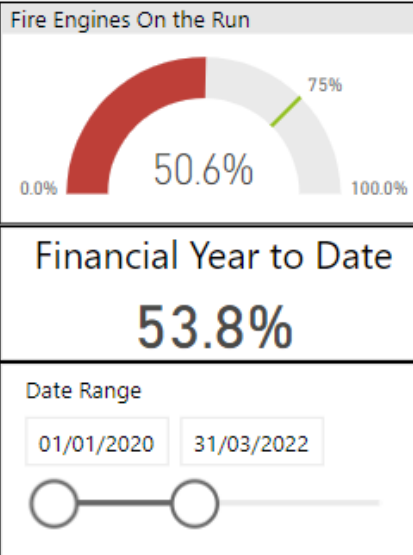
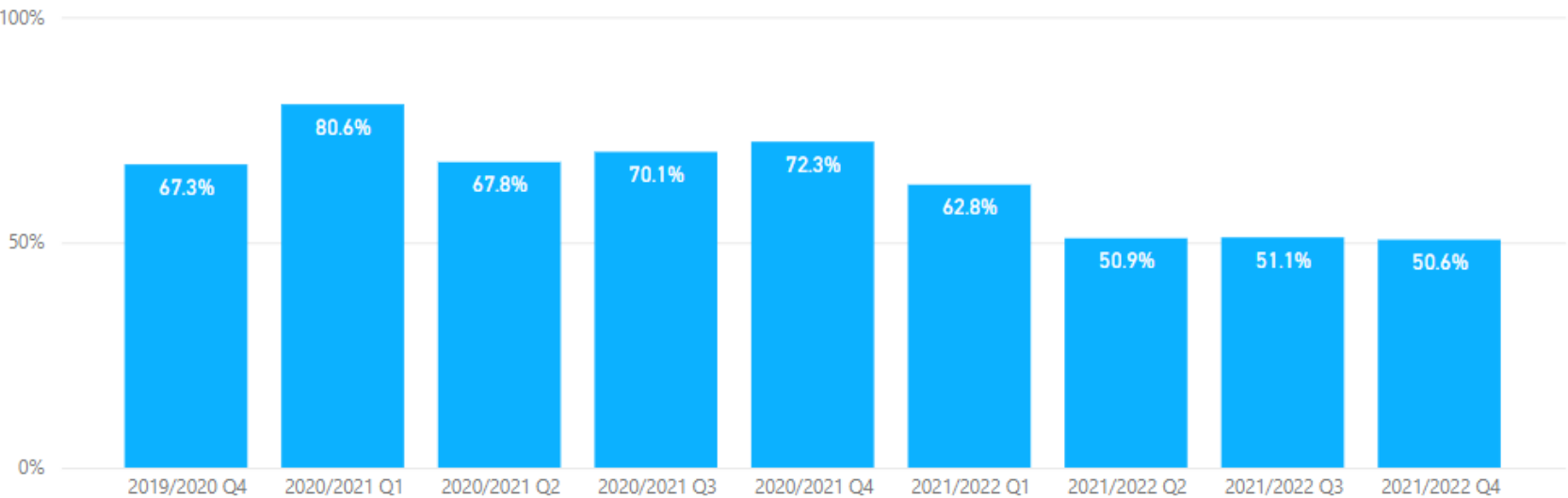
Service Owner:
Steve Ash
Area:
Response

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.

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

Financial Year	Total
2019/2020	67.3%
2020/2021	72.7%

Click Here
for Detailed
Station View



Commentary

Despite significant work the Retained Duty System (RDS) availability has remained static for the last three quarters. This overall figure consists of both improvements on specific stations and reductions in overall availability on other specific stations. Performance improvements have been obtained by increasing the number of incident commanders and drivers at specific stations, but this has been offset by a significant increase in the number of leavers in this quarter. Exit interview data is being used to address those underlying causes that are under our control and mitigate the impact of those that are not.

Actions

Treat: The Retained Duty System in its current format has been used to provide a fire and rescue service in low activity areas for over 70 years. Social economic changes impacting on the viability of this duty system is a national issue. Work continues at a local level to ensure that we maximise availability wherever possible. A more strategic approach is being taken in our four-year Community Risk Management Plan which includes developing and implementing an operational response model to maximise retained availability in strategic geographical areas aligned to community risk.