

West Sussex Fire and Rescue Service Performance Report Quarter 1 2022/23

Deputy Chief Fire Officer

Mark Andrews

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Strategic Performance Board Quarterly Report

Quarter 1 2022-2023

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 2022 – 30th June 2022.

Cabinet Member Summary



The performance information contained within this report for WSFRS is for the first quarter of 2022/2023.

After many months of consultation it was a pleasure to see the launch of the Community Risk Management Plan. I am extremely proud of this Plan and the direction it will take the Service over the next 4 years. I was also very pleased to be able to make my first visit to the site of the new Horsham Fire Station and Training Centre. I was able to see first hand the scale of the project and hear about some of the exciting innovation that will ensure we can provide the very best and most realistic training for our firefighters well into the future.

The Queen's Platinum Jubilee celebrations took place during the first weekend in June prompting a busy summer of events and open days for the Service. I am always so pleased to see the level of engagement and support for these events from across the Service and just how well attended these are by the public. It was also a good opportunity to promote our safe and well visits which appears to now be making a positive impact on our prevention performance.

Overall I am really pleased with the progress against a number of the attached indicators which shows that the recommendations and interventions applied by the service are starting to have a real and sustained effect.

Chief Fire Officer Summary



This quarter saw the formal launch of our Community Risk Management Plan, effectively our business plan for the next four years. The launch was marked by an event which was attended by well over a quarter of our fire service workforce who enjoyed presentations from all Heads of Service on their relevant service plans and updates on the relationship between the strategic objectives and the personal objectives for staff as part of their performance meetings.

Sadly there were two fatal fires during this quarter in Worthing and Chichester. Review meetings have already been undertaken for both incidents and lessons learned and recommendations are in progress to further refine our prevention plans to work more closely with GP surgeries. General Practitioners continue to provide an excellent local conduit to vulnerable people who may not be known to other services therefore provide an excellent referral opportunity for fire service intervention and safe and well visits.

The new fire station and training centre development at Horsham continues at pace with the construction well on target for the planned completion date of 20 March 2023. This quarter we saw the roof going onto the main fire station and works progress on the live fire training unit that will provide the state of the art fire training that will make such a difference to our service. The build has reached the halfway point with approximately 39 weeks to go when ownership will be handed over to the service in April 2023.

This quarter also saw delivery of the first of our Leadership and Change workshops. This programme aims to help develop leaders across our service and support talent management which provides learning, information and guidance on the behaviours, expectations and practical skills required of our FRS managers at all levels.

Performance Summary

Scrutiny Committee Members to note that an annual review of the core measures was undertaken in April 2022 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 2021-2022.

At the end of Quarter 1 2022-23 the following performance against 29 core measures was recorded: 19 of the 29 measures had a GREEN status, 4 were AMBER and 6 were RED.

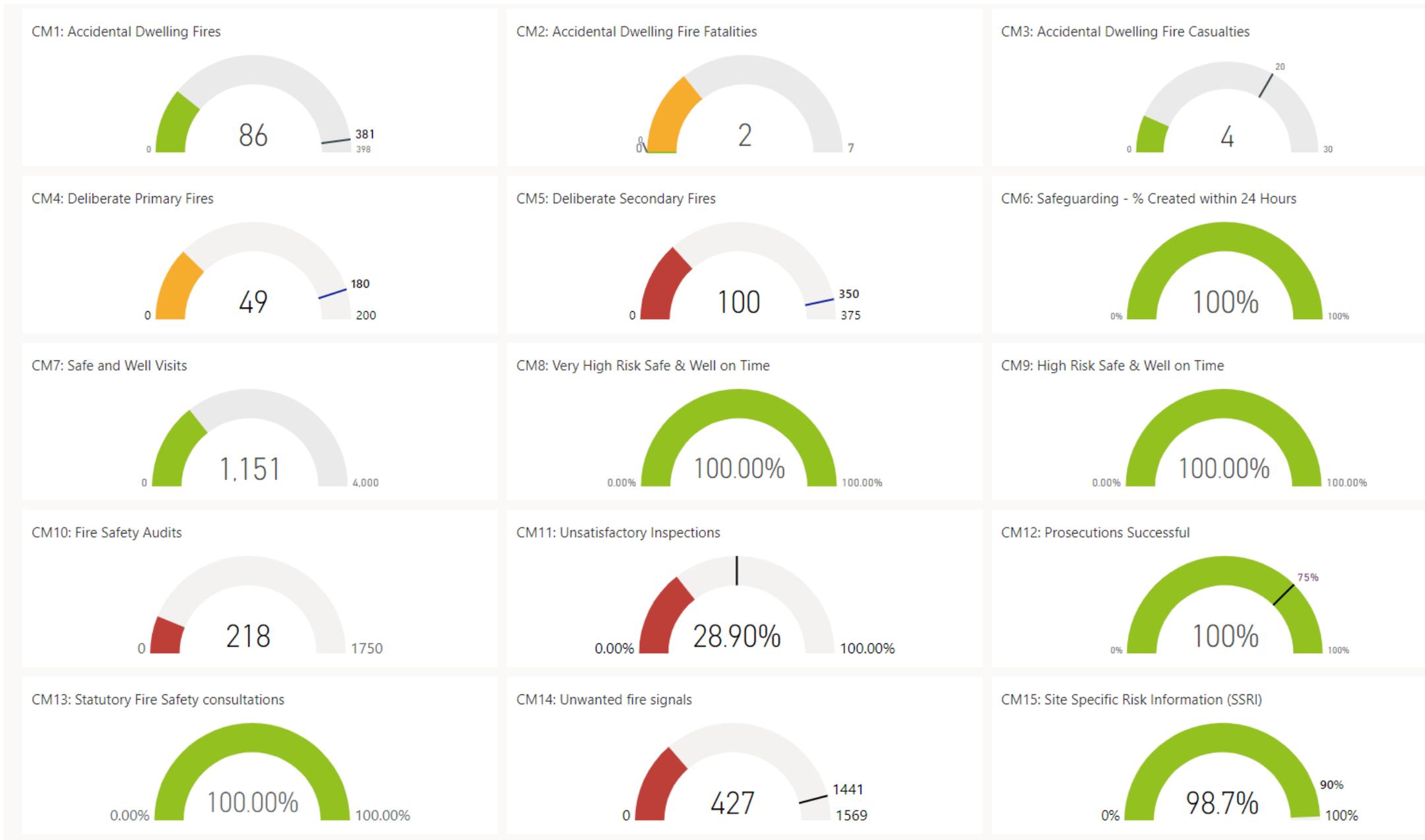
Of the 8 comparable measures that were RED or AMBER last quarter:

- 4 measures showed improvements in performance and 4 a decline.
- 1 measure moved from AMBER to GREEN
- 2 measures moved from RED to GREEN
- 1 measure moved from AMBER to RED

Of the 13 comparable measures that were GREEN last quarter:

- 5 measures showed an improvement in performance and 1 a decline
- All measures remained GREEN this quarter

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

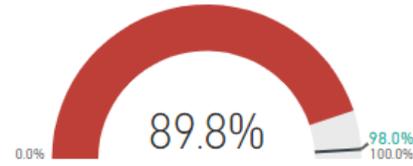


Performance Summary for all core measures at the end of Quarter 1 (2 of 2):

CM16: 999 Calls Answered on Time



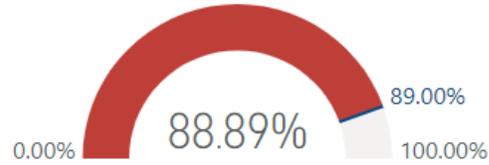
CM17: Time to Alert



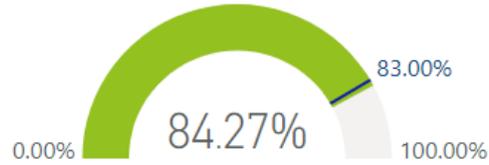
CM18: Time to Inform L2



CM19: Critical Fires 1st Appliance Attendance Times



CM20: 2nd Appliance Attendance Times



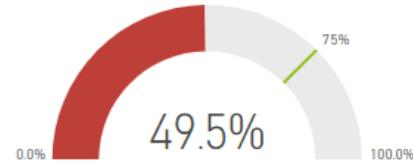
CM21: Critical Special Service Attendance Times



CM22: Immediate Response Availability



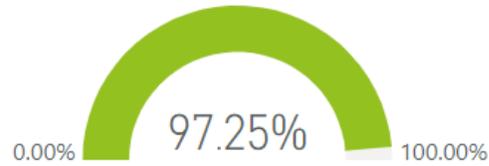
CM23: Retained Availability



CM24: Feedback Surveys - Customer Satisfaction



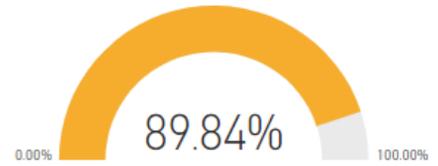
CM25: Proportion of Staff not Sick



CM26: Fitness



CM27: Staff in qualification



CM28: RIDDOR



CM29: Risk Assessments



Areas of Significant Improvement and Success

Quarter 1

(1st April -30th June 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 1 saw sustained good performance in many areas, with the following measures showing particular success:

- CM 7: Safe and Well Visits delivered to households with at least one vulnerability
- CM 20: Critical Fires - 2nd Appliance Attendance
- CM 21: Critical Special Services - 1st Appliance Attendance
- CM 26 : Eligible Staff with a successful fitness test

In addition to those examined in this report, accidental dwelling 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 7: Number of Safe and Well Visits (S&WV's) delivered to households with at least one vulnerability

1151 at the end of Q1 2022-23

RAG Status GREEN

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.

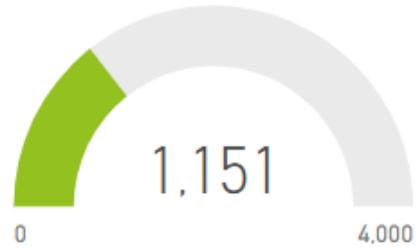
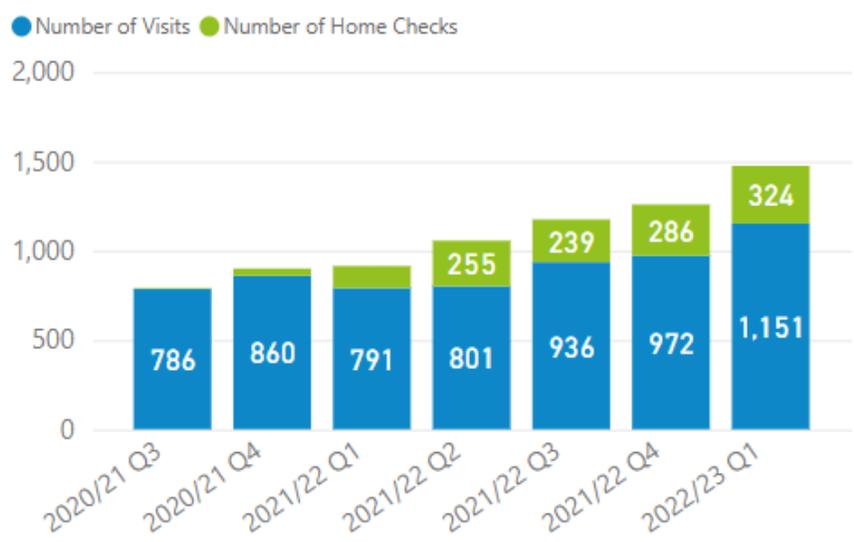
Target:
4000+ Green
3500 – 3999 Amber
<3500 Red

Service Owner:
Nicki Peddle
Area:
Prevention

Financial Year	Visits	Rate per1000
2018/19	4175	4.83
2019/20	4669	5.4
2020/21	2998	3.47
2021/22	3355	3.88

National Average: 4.6 HFSCs per 1000 in 20/21

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



Commentary
In Q1 we carried out 1,151 Safe and Well Visits and 324 home checks. We have seen a month on month increase in visits so far in 22/23 which we attribute to the remedial actions taken, the ongoing development of referral pathways and more customers being receptive to having someone visit their home, although some are still cautious due to Covid. Staff based at fire stations have undertaken reactive post-incident as well as proactive referral generation activity.

Actions
Treat: We continue to promote Safe and Well Visits through our health and social care partners and train their staff to recognise and respond to fire risk. In addition, customer details are being shared to increase referrals of Safe and Well Visits. We have also shared our data with Trading Standards so they can support vulnerable people who we have recently visited and may be most at risk of scams. Crews use local data to drive and target prevention activity to areas where our most vulnerable residents live and we make the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This is leading to more prevention activity being delivered to those at risk, particularly those who are in the vicinity of an incident.

Core Measure 20: Critical Fires – 2nd Appliance Attendance

84.3% in Q1 2022-23

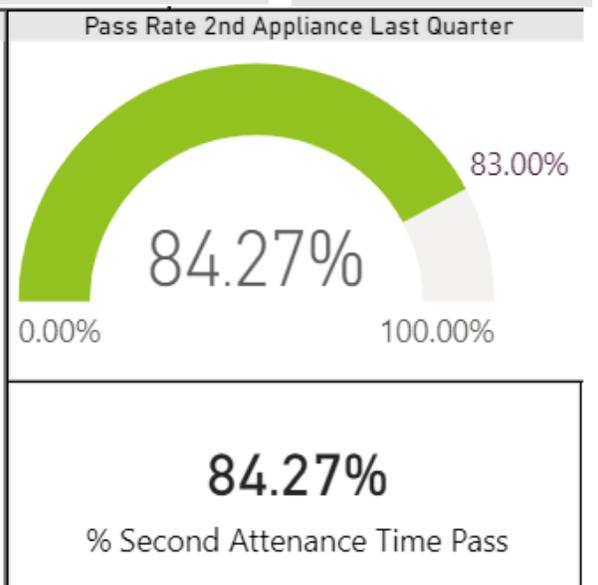
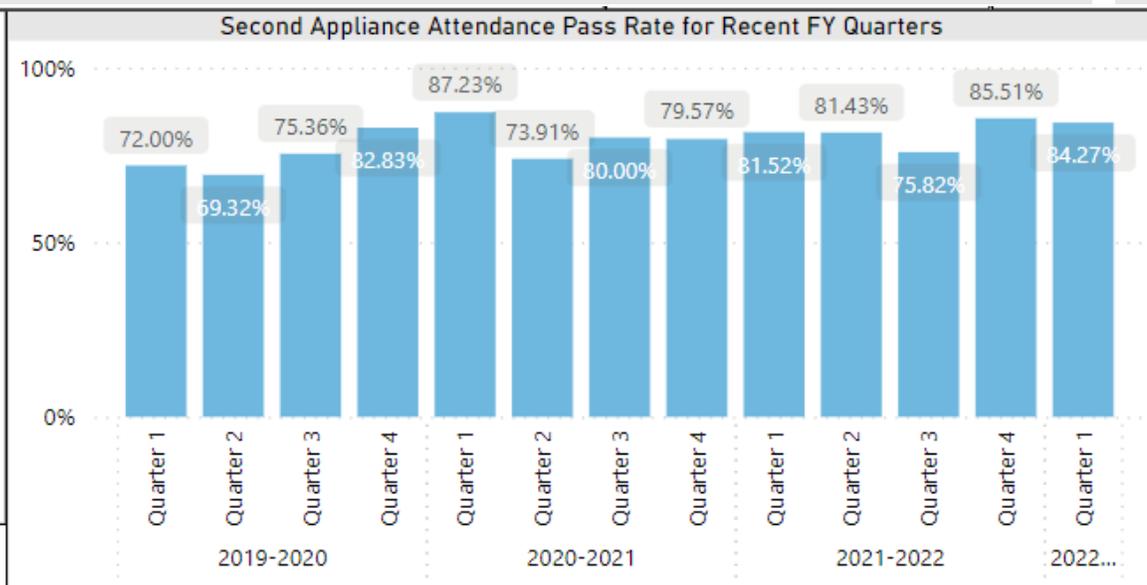
RAG Status GREEN

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%	86.49%	74.07%	76.96%	76.56%
2016-2017	72.73%	71.79%	75.11%	81.76%	77.19%
2017-2018	0.00%	86.21%	79.07%	79.82%	79.87%
2018-2019	0.00%	70.00%	77.20%	80.90%	78.52%
2019-2020	0.00%	87.50%	77.65%	71.18%	75.00%
2020-2021	0.00%	100.00%	81.66%	78.19%	80.22%
2021-2022	0.00%	100.00%	78.79%	82.58%	80.75%
Total	75.00%	81.33%	77.53%	78.71%	78.27%



i Table of Incidents **i** Map & Station Group

Commentary
Performance this quarter is the highest ever recorded. This provides further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district or local level to the control room operators) is having a positive impact on this core measure.

Actions
Tolerate: This quarter also sees the introduction of performance data on turnout times being available to wholtime stations. We believe this transparency of performance data will have a further positive impact on our attendance times.

Core Measure 21: Critical Special Service – 1st Appliance Attendance

82.2% in Q1 2022-23

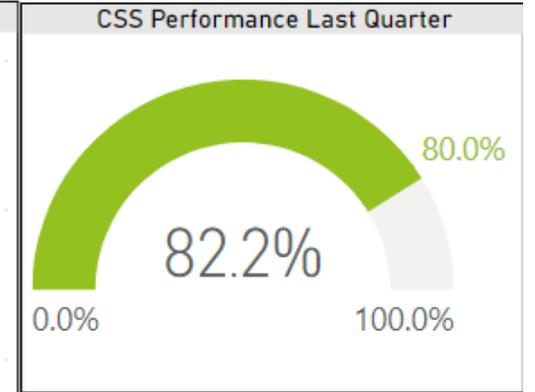
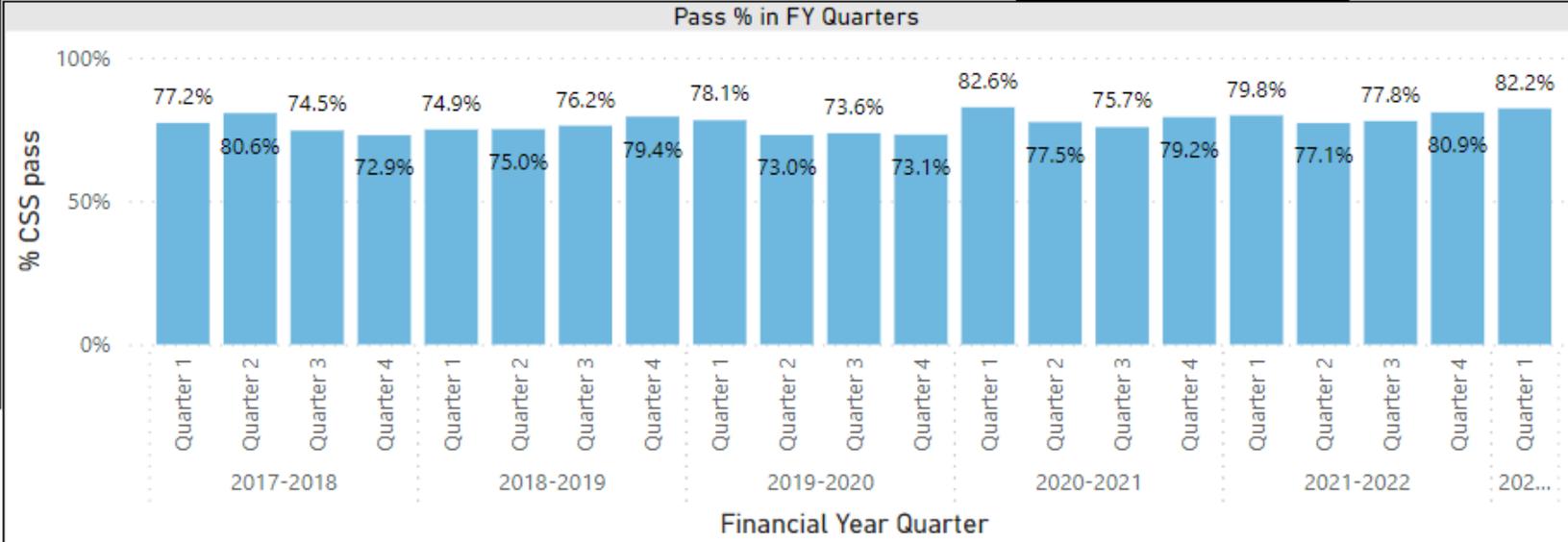
RAG Status GREEN

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.

Target:
 >80% Green,
 <80% Red

Service Owner:
Steve Ash
 Area:
Response

Financial Year	% CSS pass
2014-2015	79.4%
2015-2016	78.9%
2016-2017	77.5%
2017-2018	76.4%
2018-2019	76.4%
2019-2020	74.3%
2020-2021	78.5%
2021-2022	78.8%



82.2%
 Financial Year Performance

i Additional Information

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 this quarter remains high, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district or local level to the control room operators) is having a positive impact on this core measure.

Actions
 Tolerate: This quarter also sees the introduction of performance data on turnout times being available to wholtime stations. We believe this transparency of performance data will have a further positive impact on our attendance times. We also continue to work 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.

Core Measure 26: Eligible staff with a successful fitness test

97.1% in Q1 2022-23

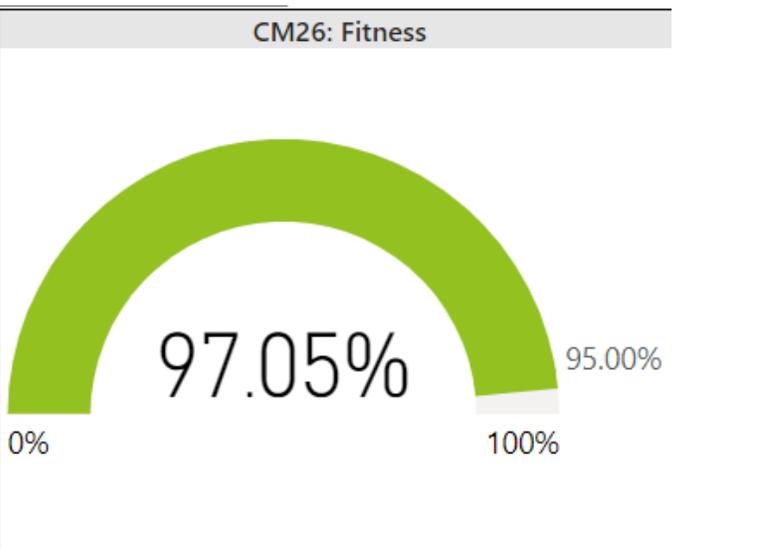
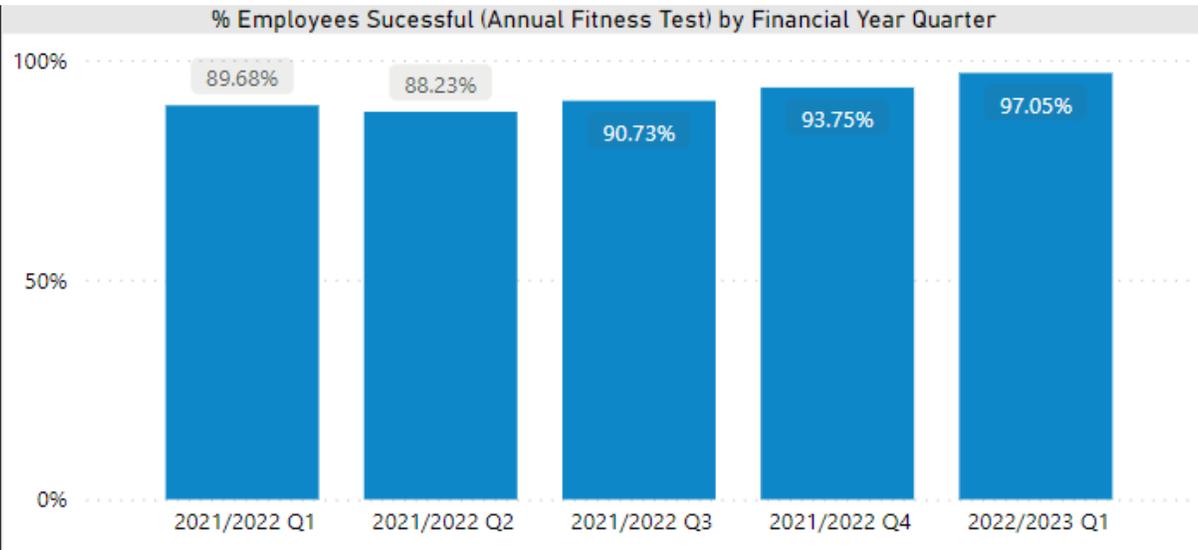
RAG Status GREEN

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

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

Service Owner:
Head of DOT
 Area:
Development and Operational Training

Performance in Previous Quarters	
Financial Year Quarter	% Employees Successful (Annual Fitness Test)
2016/2017 Q1	2.61%
2016/2017 Q2	4.17%
2016/2017 Q3	12.35%
2016/2017 Q4	15.33%
2017/2018 Q1	30.79%
2017/2018 Q2	53.89%
2017/2018 Q3	74.46%
2017/2018 Q4	87.35%
2018/2019 Q1	88.93%
2018/2019 Q2	85.77%



Commentary

As we approach a full year of electronic submissions of Fitness Assessments, we are starting to see a return on investment. Staff have been sent reminders by the Health and Wellbeing Manager and our Physical Education Officer is following up to ensure that staff book in for their assessments within the 12 months requirement. We will continue with this approach along with offering dates to staff during the month when the Physical Education Officer is available. This method has been particularly helpful in engaging with our operational staff that don't work on a station or directly with a service Personal Trainer Instructor.

Actions

Treat: We will continue to monitor electronic submissions by Personal Trainer Instructors and general fitness compliance. In addition to reminding staff of their fitness assessment deadlines, we are also sending reminders to all Personal Trainer Instructors to upload assessments undertaken in a timely manner.

The WSFRS Fitness Standard Operating Process (SOP) has been updated to reflect different fitness requirements dependent on role and aligns with NFCC national fitness standards. The SOP also clarifies that all operational personnel are required to complete an annual Fitness Assessment within 12 months of their previous assessment, which will be conducted by a Personal Trainer Instructor or the Physical Education Officer.

The Health & Wellbeing Manager/Physical Education Officer will contact all Group Managers, Station Managers, Watch Managers, Crew Managers and Personal Trainer Instructors reminding them of the change to the SOP to ensure they and their staff remain compliant.

Selected Measures (Red and Amber Status)

Quarter 1

(1st April -30th June 2022)

Selected Measures (Red and Amber Status)

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

- CM 2 : Accidental Dwelling Fire Fatalities
- CM 4: Deliberate Primary Fires
- CM 5: Deliberate Secondary Fires
- CM 10: Number of FSO regulated buildings having received an audit over a year period
- CM 23: Retained Duty System crewing availability

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

2 deaths in Q2 2022-23

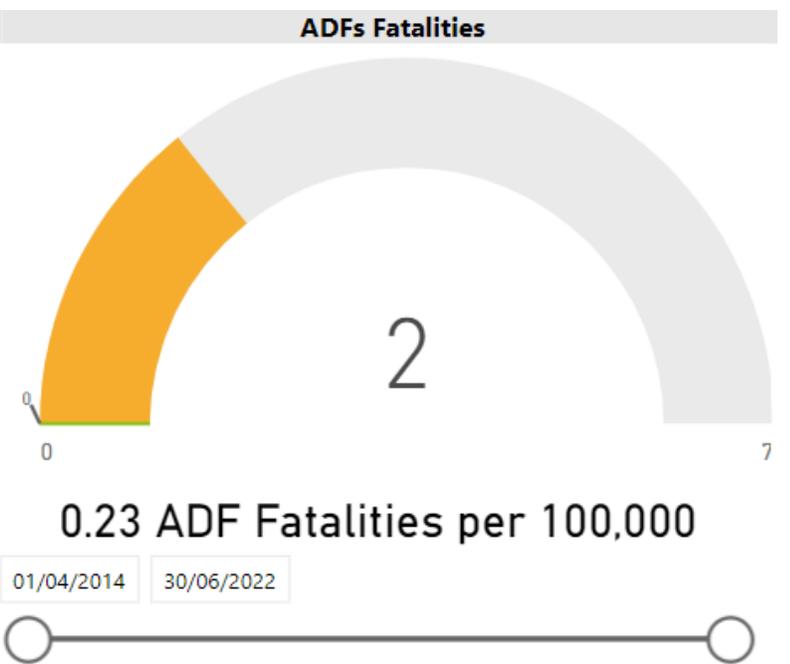
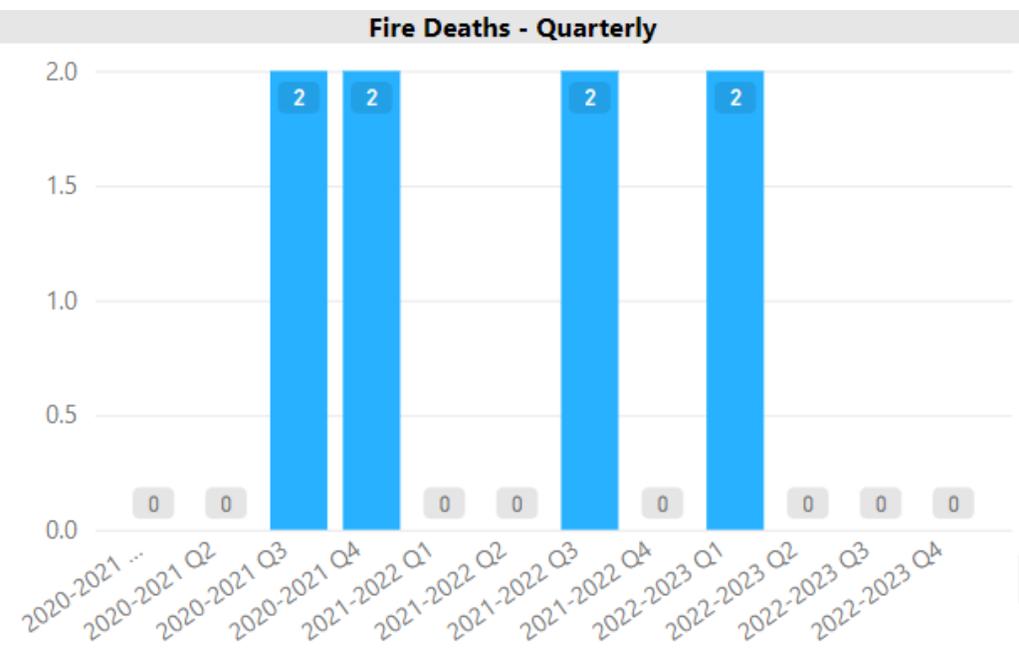
RAG Status AMBER

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	Fatalities	Rate per 100,000
2014-2015	0	0.00
2015-2016	1	0.12
2016-2017	3	0.35
2017-2018	0	
2018-2019	1	0.12
2019-2020	0	
2020-2021	4	0.46
2021-2022	2	0.23
Total	11	0.00



[More Information](#)

Commentary
 Sadly, there were 2 fatal fires in Q1, 1 in Chichester and 1 in Worthing. There has been significant community safety activity following these incidents to both reassure the local community and provide Safe and Well Visits to those who are vulnerable along with the critical review of each incident by the Deputy Chief Fire Officer.

Actions
 Treat: We will continue to apply the learning identified from serious and fatal fire incidents to offer specific and targeted fire safety advice to prevent such incidents reoccurring. We continue to build relationships with partner organisations who can refer people to us when they identify a fire risk.

Core Measure 4: Deliberate Primary Fires in West Sussex over a year period starting from April

49 at the end of Q2 2022-23

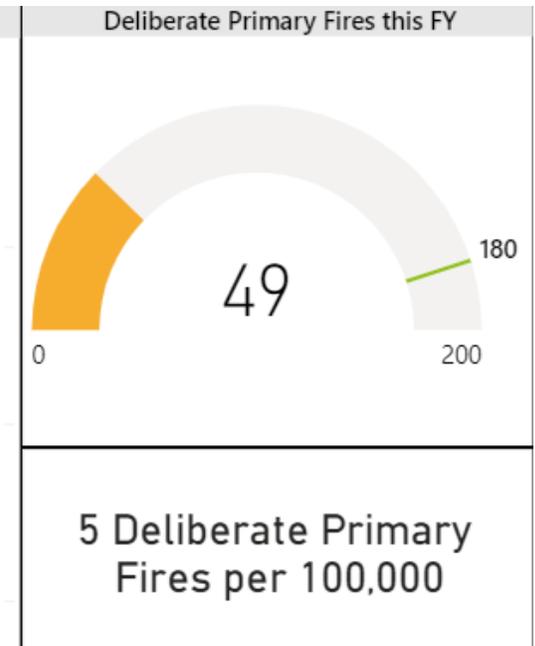
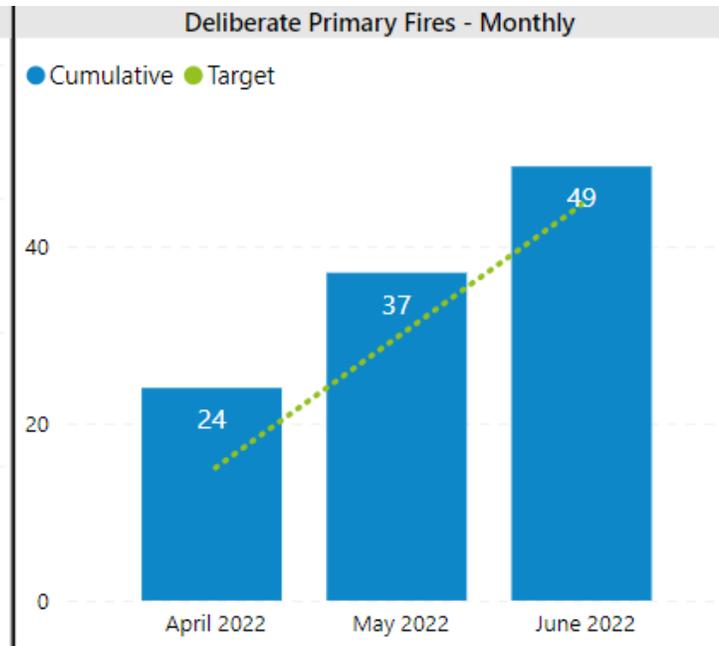
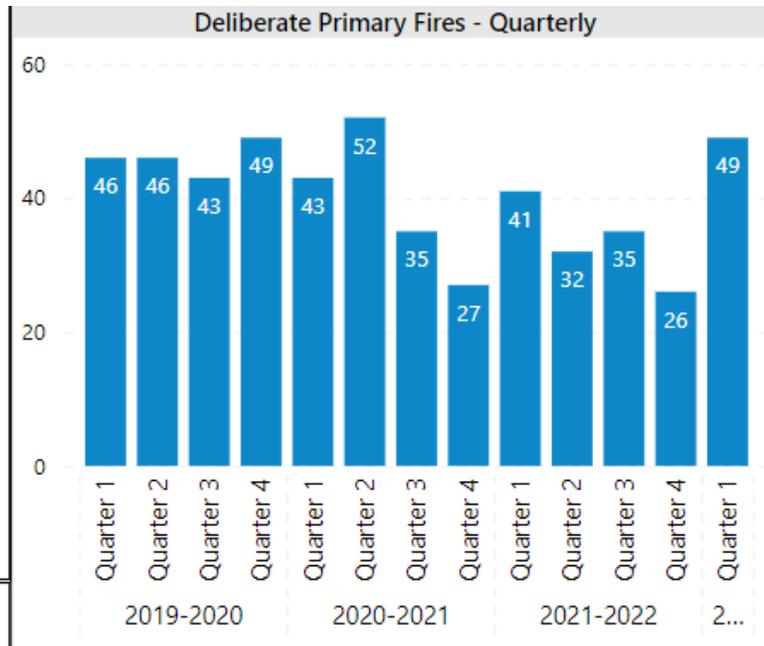
RAG Status AMBER

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

Annual Target:
 <180 Green
 180 - 200 Amber
 >200 Red

Service Owner:
Nicki Peddle
 Area:
Incidents

Financial Year	Fires	Rate per 100,000
2014-2015	208	23
2015-2016	178	20
2016-2017	208	23
2017-2018	209	24
2018-2019	178	20
2019-2020	184	21
2020-2021	157	18
2021-2022	134	15



Additional Insights

Commentary
 Historically Q1 tends to be the highest quarter with figures far lower for the remainder of the year. Crawley remains the station ground with the highest number of deliberate primary fires that were mainly woodland and forest related this quarter. Bognor is the next highest station ground for deliberate primary fires that mainly involved dwellings.

Actions
 Treat: Stations that have identified trends have been working with Community Wardens, as well as visiting the locations to deter fire setting activity and identify the people involved. Comms to raise awareness of the implications of setting fires has been started via some social media and further joint activity is being planned. A deliberate fire prevention toolkit is being created to support stations with addressing deliberate fires and 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 5: Deliberate Secondary Fires in West Sussex over a year period starting from April

100 at the end of Q1 2022-23

RAG Status RED

Secondary fires are typically smaller fires, often occurring outdoors and involve items such as rubbish and grass. This measure is the total number of secondary fires where it has been identified that the fire was started deliberately, including through the criminal act of arson.

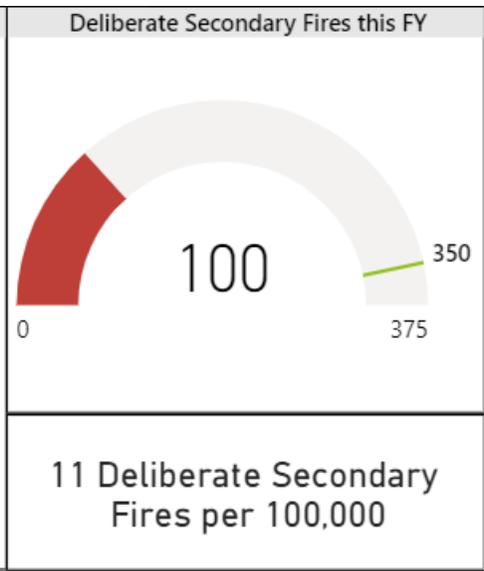
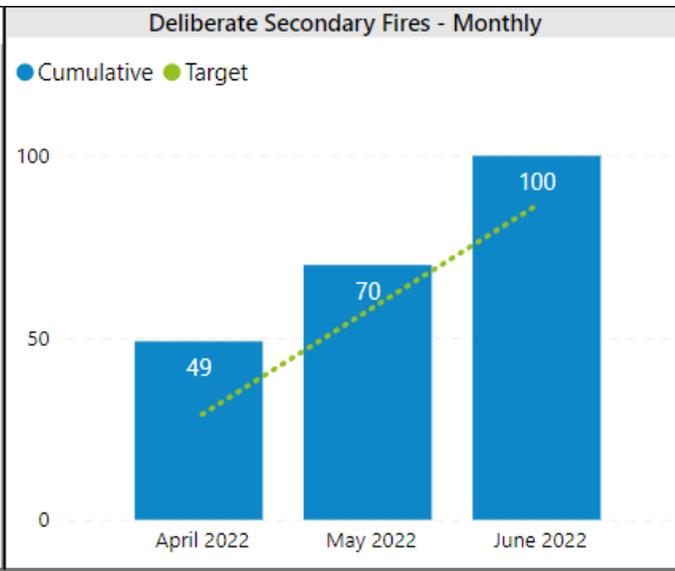
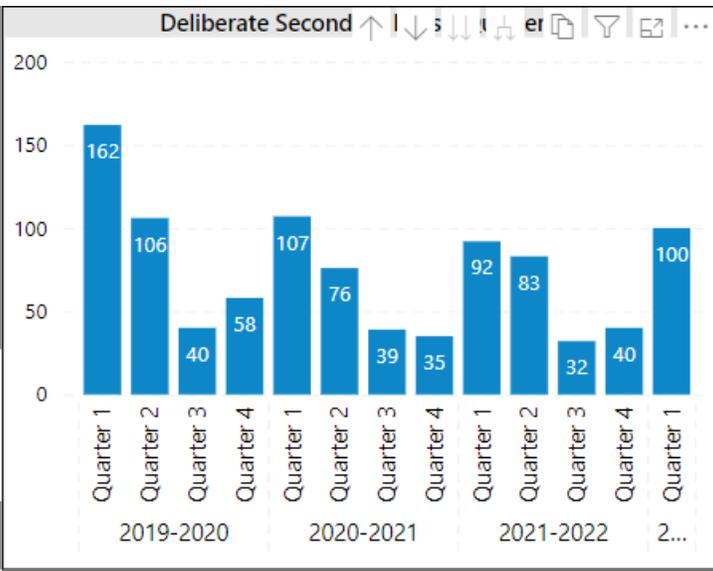
Target:
 <350 Green
 351 - 375 Amber
 >375 Red

Service Owner:
Nicki Peddle
 Area:
Prevention

Financial Year	Fires	Rate per 100,000
2015-2016	307	35
2016-2017	400	46
2017-2018	369	42
2018-2019	365	42
2019-2020	366	42
2020-2021	257	29
2021-2022	247	28

National Average: 94 deliberate Outdoor fires per 100,000 in 20/21

Additional Insights



Commentary
 Whilst this quarter's figure is higher than recent quarters it is comparable to the same period last year. The measure appears to reflect an ongoing downward trend from 2019 and 2020. Crawley, Bognor and Chichester have the highest proportion of deliberate secondary fires, the majority of which were grassland, woodland and crop related. This quarter's figure provides an average of 11 per 100,000 population, the national annual average in 20/21 was 94 per 100,000.

Actions
 Treat: The data is subject to ongoing monitoring and where trends are identified local plans to address it are being developed through the Local Risk Management Plans. The plans include working with local partners to identify those involved, raising awareness of the issues resulting from deliberate fires and providing a visible presence in the area.

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

218 at the end of Q1 2022-23

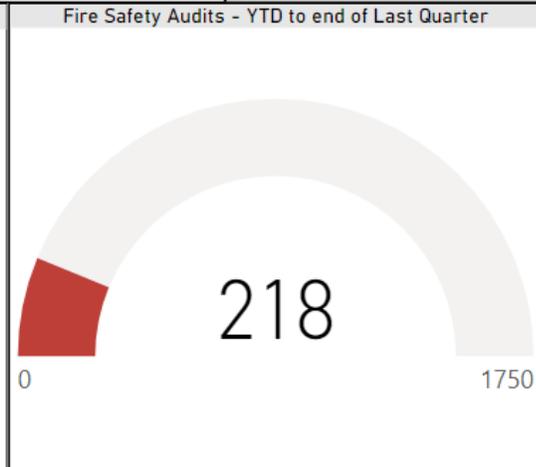
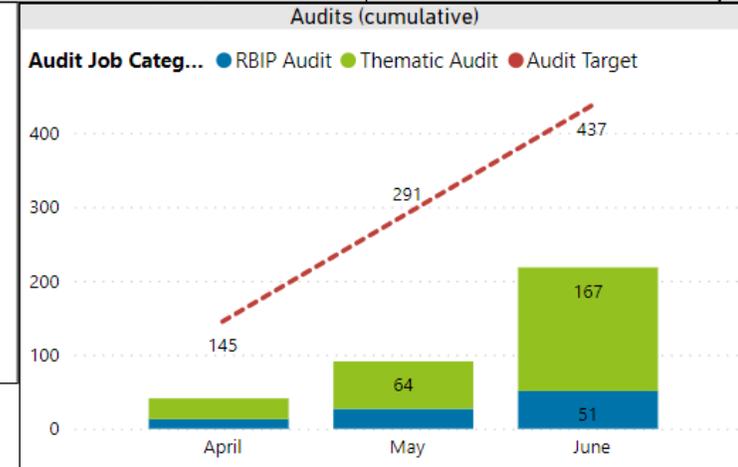
RAG Status RED

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

Financial Year	Audits	Fire Safety Checks	Audits per 100 premises
2021/22			
Q2	257		0.7
Q3	185		0.5
Q4	191	182	0.5
2022/23			
Q1	218	24	0.6



National Average: 1.7 Audits per 100 premises in 20/21
Last Refresh Date: 08/09/2022

[More Information](#)

Commentary
Whilst we have achieved only 50% of the target this quarter, this is an improvement on last year's Q1 total of 208. Underperformance in this measure is partly due to the Fire Safety team working to deliver our strategic priorities which includes delivering an intensive training program to every wholetime watch to enable crews to undertake fire safety checks within lower risk premises. The delivery of these checks will enable an increase in the number of business interactions, leaving qualified fire safety regulators to focus on higher risk premises in line with our Risk Based Inspection Programme. As a direct result of this work, 3 Prohibition Notices were served for unsafe sleeping conditions in commercial premises where, in the event of fire, 7 individuals sleeping in the premises would have either sustained serious injury or died.
The target of 1750 audits in 22/23 is challenging due to only a limited number of the dedicated audit team being qualified to the requirements of the National Competency Framework and the Fire Standard. With vacancies in key audit delivery roles and other staff attending long term development courses, this aspirational target is unlikely to be achievable for some time. In light of these staffing challenges and the forthcoming legislative changes we have begun the work to reassess the target for this measure.

Actions
Treat: Significant development is planned for the department to ensure that regulators are qualified to operate within the built environment and our workforce meets the requirements of the competency framework and the fire standard. Initially this will impact on audit productivity due to regulators attending courses for a substantial period of the coming months/year, however a plan is in place to minimise the effects of this decision.
In June a restructure of the department was approved, which is designed to ensure that when the Building Safety Regulator comes on-line with the Building Safety Act, we have the right skills and team members to support the multi-disciplinary team. This restructure will take effect as of 01 July 2022.
Further plans are being developed to increase longer term output and improve the succession planning process for bringing new members of staff into the team by providing fire safety qualifications to some Station Managers and retained staff. A recruitment process will be launched for short term flexible contracts for people in West Sussex who hold the Level 4 Diploma in Fire Safety, such as those who may have recently retired from a Fire and Rescue Service or those employed by another FRS but live in West Sussex and may be seeking to undertake additional employment on their days off.

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

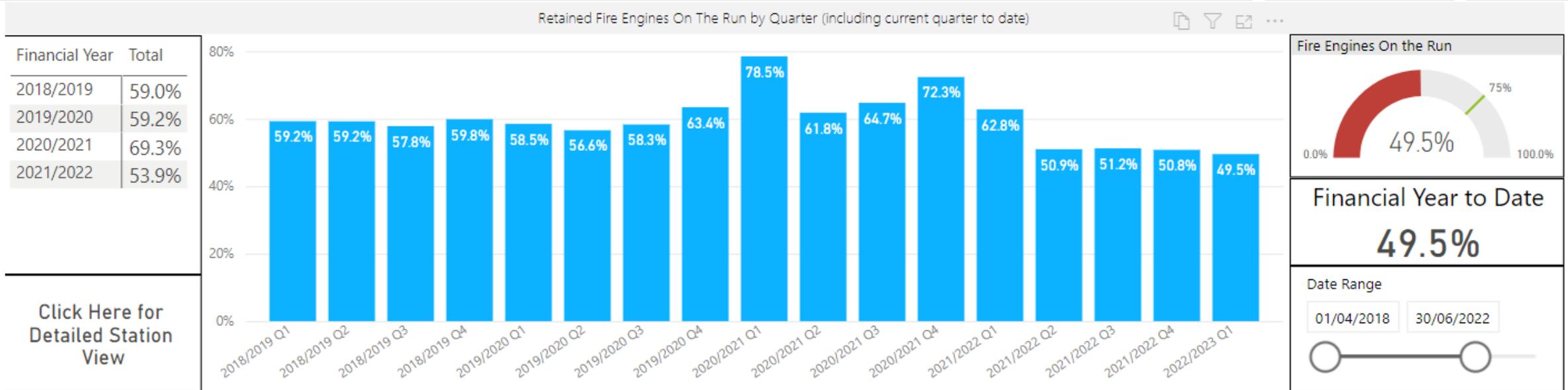
49.5% in Q1
2022-23

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:
Steve Ash
Area:
Response



[Click Here for Detailed Station View](#)

Commentary

Despite significant work the Retained Duty System (RDS) availability has remained static for the last four 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 drop in availability while personnel familiarise themselves with the new system for remotely booking on and off call that was introduced this quarter. The update to Firewatch (our integrated system for appliance and staff availability, and link to mobilising appliances) resulted in retained firefighters only being able to view station crewing levels over a 7 day period from a desktop/laptop and not through the mobile app.

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 and recommendations from the Task and Finish Group (which included members of the FRS Scrutiny Committee) are being actioned. A more strategic approach is also 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. Furthermore, an update to the Firewatch system is planned for Q2 that will resolve the issue with viewing station availability and allow appliance availability to be maximised.