

West Sussex Fire & Rescue Service Performance Report Quarter 3



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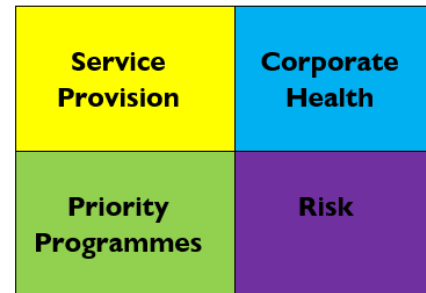
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Strategic Performance Board Quarterly Report

Quarter 3 2020-2021

- 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 October 2020 – 31st December 2020.

Cabinet Member Summary



The performance information contained within this report for WSFRS is for the third quarter of 2020, 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.

During this quarter the organisation welcomed a themed inspection from HMICFRS on the service response to COVID 19 which highlighted the resilience, agility and ingenuity that has been used to ensure the most vulnerable in our communities have been kept safe during this very testing period.

Officers continue to focus on the areas in this report where improvement still needs to be made and as the pandemic continues we will again be focussed on the well-being and support to all our staff.

Chief Fire Officer Summary



The pandemic continues to affect everyone and every organisation yet in these exceptional circumstances WSFRS continue to maintain the critical regulatory duties of prevention, protection and response whilst adapting to this new way of working to support the efforts of the Sussex Resilience Forum in the wider business continuity and resilience effort for West Sussex.

The resilience of the fire and rescue service has been underlined with the very positive news from the HMICFRS themed inspection who stated how impressed they were by how the service has continued to provide its statutory functions and support the wellbeing of staff throughout the pandemic.

Against the backdrop of COVID 19 this a particularly pleasing quarter with all 31 core measures now being reported against with continued improvement for measures in joint fire control, first appliance attendance and low levels of sickness. Having said that, there is still much to do, and I am confident that officers will continue to focus on all of the areas of improvement alongside the continued response and recovery arrangements from the pandemic.

Performance Summary

Scrutiny Committee Members to note that with the exception of Core Measures CM22, 23, 24, 25 and 31, all of the remaining Measures are directly associated with the statutory functions and requirements of West Sussex Fire and Rescue Service.

At the end of Quarter 3 2020-21 the following performance against 31 Core Measures was recorded:

15 measures had a green status, 6 were amber and 10 were red. Of those 12 red and amber measures with comparable percentages, 6 showed improvements since last quarter.

The Chairman and Vice Chairman of the Scrutiny Committee have selected the following measures to be examined by the Scrutiny Committee:

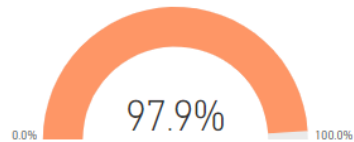
- CM1: Total number of Fire Deaths
- CM14: Time Taken to Answer the 999 call
- CM15: Time to Alert Nearest Station/Engine to Attend
- CM16: Time to Mobilise a Level 2 Officer to a Level 1 Incident
- CM18: Critical Fires - 2nd Appliance (Fire Engine) attendance
- CM19: Critical Special Service - 1st Appliance (Fire Engine) attendance
- CM21: Adequate Crewing on all retained Fire Engines

Performance Summary for all core measures at the end of Quarter 3 (1 of 2)

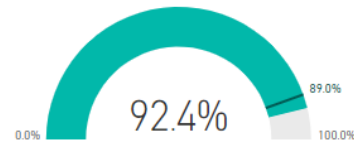


Performance Summary for all core measures at the end of Quarter 3 (2 of 2)

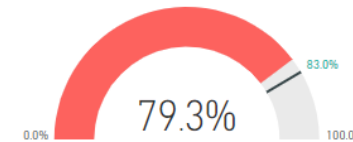
CM16: % Level 2 Officer Mobilised Last Quarter



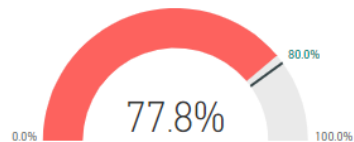
CM17: Pass Rate 1st Appliance Last Quarter



CM18: Second Appliance Attendance Time Last Quarter

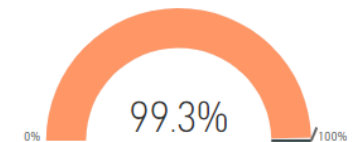


CM19: Special Service Performance Last Quarter

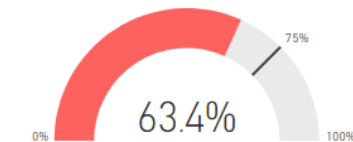


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CM20: % Wholtime Fire Engines On the Run



CM21: % RDS Fire Engines On the Run



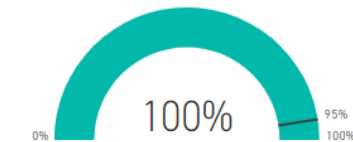
CM22: Customers Satisfied Last Quarter



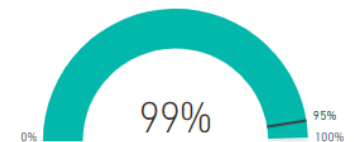
CM23: Customers Satisfied Last Quarter



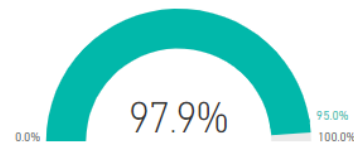
CM:24 Customer Satisfied last quarter



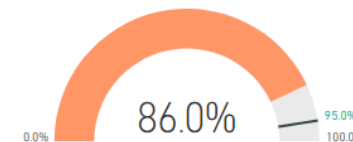
CM25: Safe and Well Feedback Last Quarter



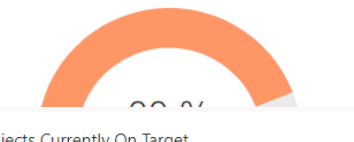
CM26: % Staff Sickness



CM27: Percentage of Fitness Tests in Time



CM:28 % of operational staff in qualification



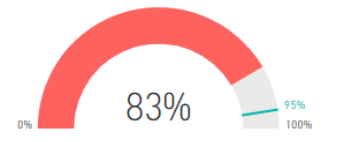
CM29: % of Fire Safety Staff Qualified or Working towards Level 4 D...



CM30: RIDDOR



CM31: % of Projects Currently On Target



Selected Measures – Amber Status

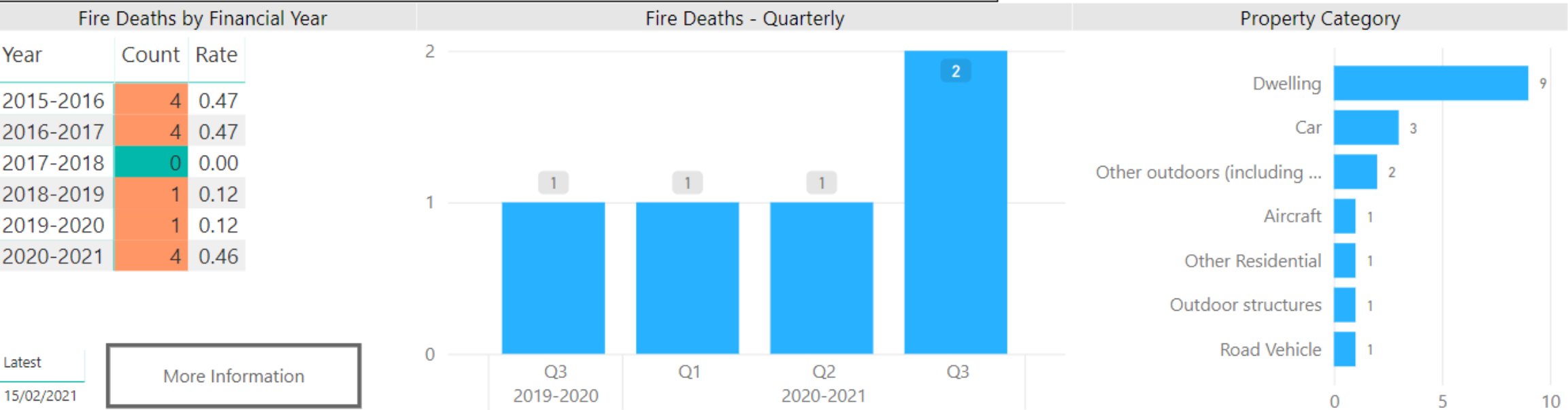
Quarter 3

(1st October 2020 – 31st December 2020)

Core Measure 1: Total number of Fire Deaths in West Sussex over a year period starting from April

Annual Target:
0 Green
<7 Amber
7+ Red

The total number of deaths that occur as a result of a fire. This includes a person whose death is attributed to a fire, even when the death occurs weeks or months later.
This includes injuries/fatalities resulting from all types of fires including dwelling fires, non domestic fires and vehicle fires, whether deliberate or accidental.



Commentary and Mitigating Actions

Two fatalities occurred during this Quarter as a result of an accidental dwelling fire in West Chiltington.

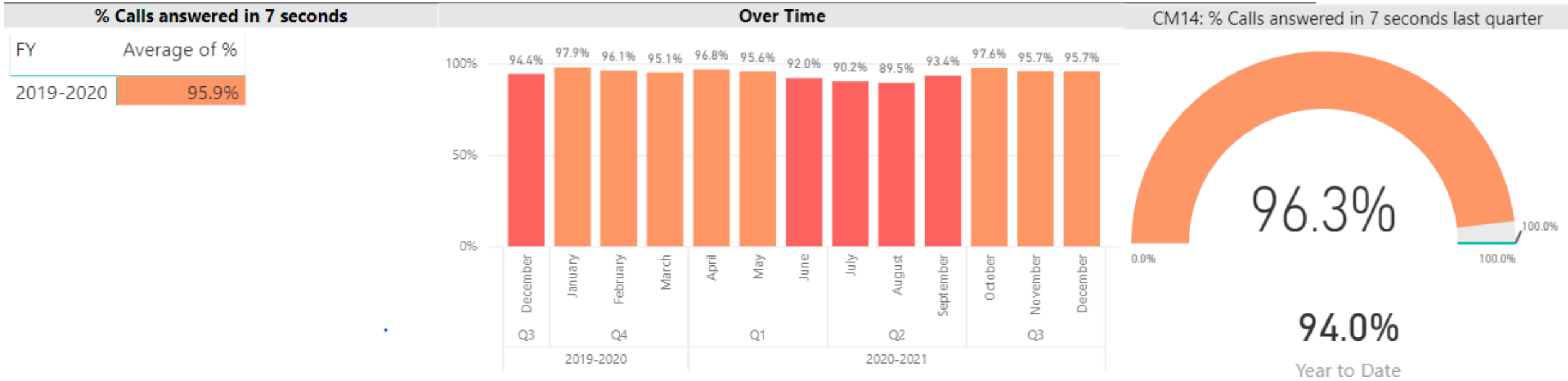
Actions

Treat: This incident has been subject to an operational performance and a fire fatality case review. The Deputy Chief Fire Officer (DCFO) chaired a panel which carried out an intensive review of the incident and background. The review considered both the background and the follow up fire prevention activity which took place immediately afterwards as well as longer term prevention activity which will be influenced from the findings of this process. There will now be a number of joint working activities with partners and further work focussed specifically on our rural communities. All outcomes and recommendations from this review will be catalogued and be subject to monitoring by the DCFO along with learning from all incidents where there has been an injury due to fire to create a database of information that will form part of the wider assessment of risk that informs future integrated and local risk management plans.

Core Measure 14: Time taken to answer the 999 call by Surrey/West Sussex Joint Fire Control Room

Annual Target:
100% answered
within 7
seconds

This measure looks at the time taken from when the Fire Control Room Operator answers the phone when a 999 call is received by the Fire Control Room. The target is 100% of calls answered in 7 seconds. Data reflects the combined performance of West Sussex and Surrey Fire and Rescue Services as individual service data is not obtainable.

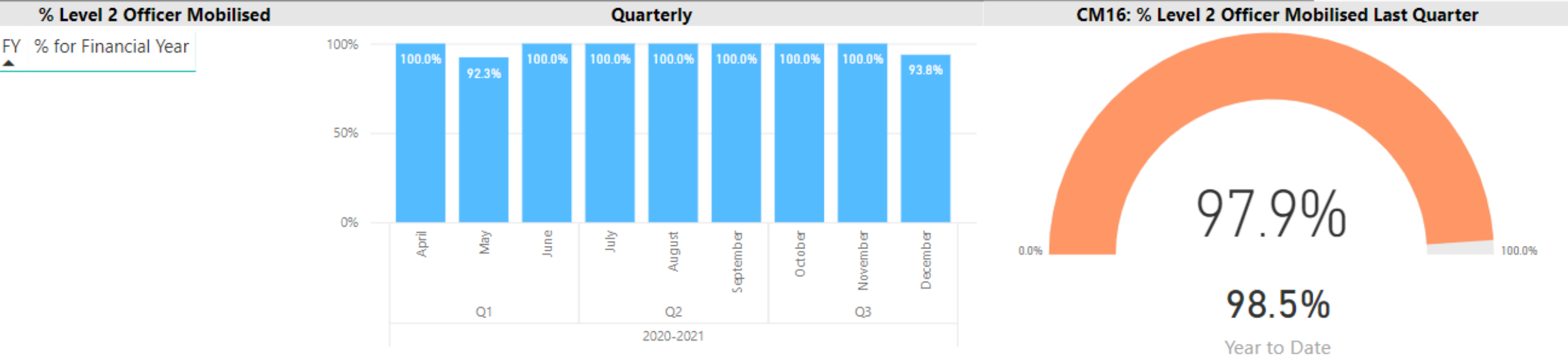


Commentary and Mitigating Actions
Q3 performance offers a 5.3% improvement when compared to Q2 which makes this the strongest performance quarter within the current financial year. The data for this core measure reflects the combined performance for both West Sussex and Surrey Fire and Rescue Services. Improvements in performance are partly attributed to a reduction in significant incidents that can generate high volumes of calls to the same address. West Sussex Fire and Rescue (WSFRS) have also been working closely with Surrey Fire and Rescue (SFRS) to improved shared understanding and to identify improvements to ways of working. This quarter marks a year of our collaborative partnership and we continue to work with SFRS to improve and refine the processes.

Recommendations to SPB: (Tolerate or Treat)
Treat: Continue to work with SFRS to refine date collection methods and to identify further opportunities to improve performance.

Core Measure 16: 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

WSFRS has adopted an Incident Command System which is taken from the National Model to effectively and safely manage incidents. This measure looks at how quickly the Surrey/West Sussex Joint Fire Control Room notify the right commander/officer to advise and/or take command of the incident.



Commentary and Mitigating Actions
Q3 performance continues to be strong at 97.9% but this does offer a small reduction when compared to the previous quarter. This small decrease in performance equates to 1 individual incident where the 5 minute inform or mobilise standard was not achieved. On each occasion where this measure is not achieved further investigations are undertaken.

Recommendations to SPB: (Tolerate or Treat)
Tolerate: Performance is monitored within the formal governance structure that both Surrey and West Sussex Fire and Rescue Services attend. The Tactical Governance Board directly addresses any performance concerns with a clear focus on improvements.

Selected Measures – Red Status

Quarter 3

(1st October 2020 – 31st December 2020)

Core Measure 15: Time between Surrey/West Sussex Joint Fire Control Room receiving the emergency call and the correct fire station being alerted

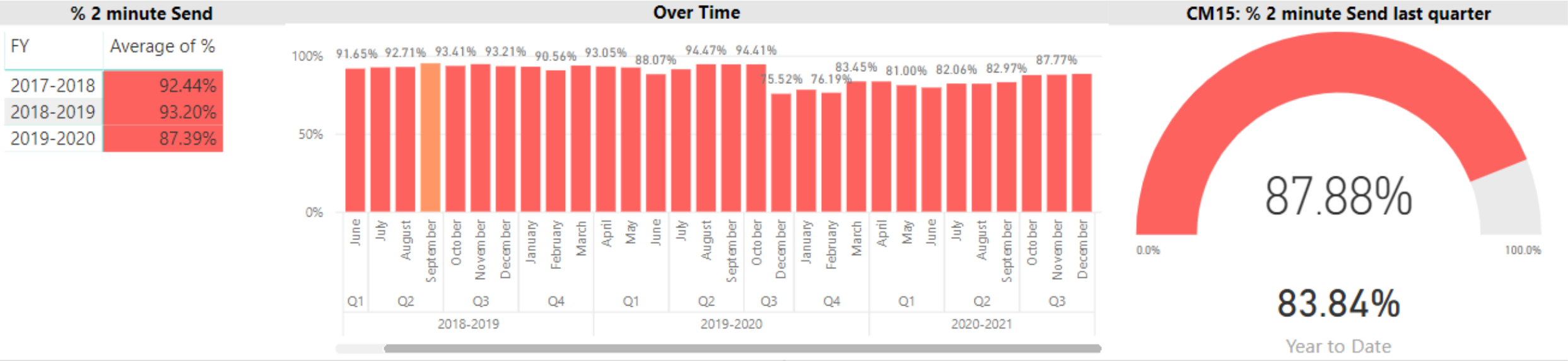
Target:

100% Green

>95% Amber

<95% 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. 100% emergency incidents are alerted within 2 minutes of the Surrey/West Sussex Joint Fire Control Room receiving the call.



Commentary and Mitigating Actions

Q3 performance offers a 6.1% improvement on Q2 and as per Core Measure 14 is the strongest performing quarter within the current financial year. Whilst performance has improved it is still short of our 100% target. Officers from West Sussex Fire and Rescue Service have delivered a number of staff engagement sessions to the Joint Fire Control which has further improved shared understanding and awareness, leading to improved performance for Q3. It is important to note that whilst we work towards improving performance in this measure, our first appliance to critical fires performance for Q3 has again improved as demonstrated in Core Measure 17.

Recommendations to SPB: (Tolerate or Treat)

Treat: Officers continue to work in a pre alert system as part of our station end project. Initial testing at West Sussex Fire Stations has provided positive early results. Further development is now being undertaken in collaboration with Surrey Fire and Rescue Service (SRFS). We continue to work with SRFS in the operational and tactical governance boards to monitor and improve this core measure through new technology and ways of working,

Core Measure 18: Critical Fires – 2nd Appliance Attendance

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

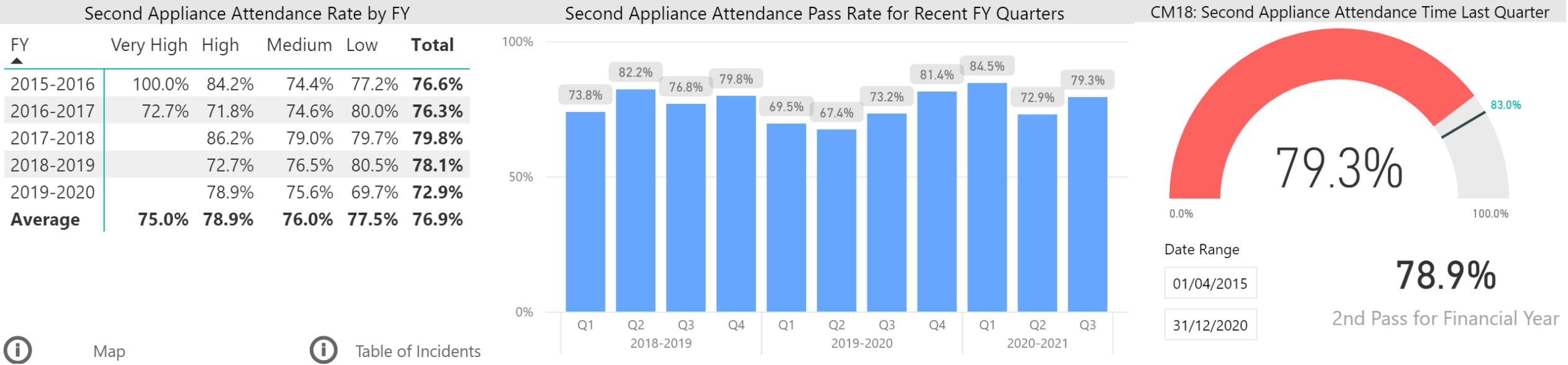
Target: 83% Green

11 minutes Very High Risk

13 minutes to High Risk

15 minutes to a Medium Risk

17 minutes to a Low Risk



Commentary and Mitigating Actions

Performance against this measure is currently below target at 79.3%. However this does represent a 6.4% improvement from the previous quarter and is a 6.1% improvement on Q3 2019/20. This has been achieved by increasing the availability of our retained fire engines through previously identified projects, all of which are having a positive impact on performance. Whilst this performance represents a significant improvement on the previous quarter we recognise that there is still more to do, the learning and improvements will be taken forward into our next IRMP to ensure continuous improvement.

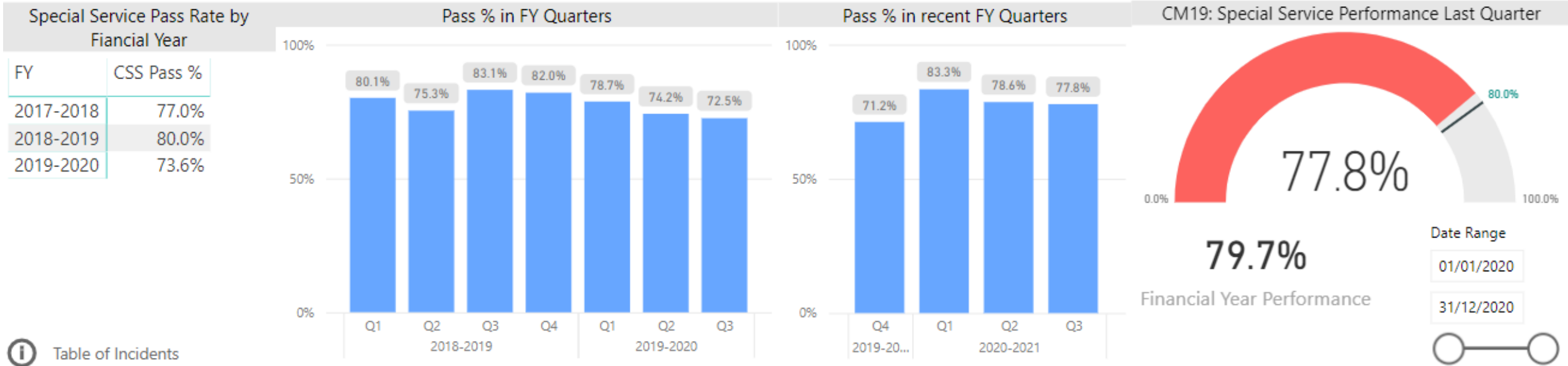
Recommendations to SPB: (Tolerate or Treat)

Treat: The Retained Marginal Gains project continues to make incremental improvements to the availability of our retained fire engines. This is being further supported by a station by station review to identify the specific availability needs of each station, this review will result in a workforce action plan for each of our 23 retained stations.

Core Measure 19: Critical Special Service – 1st Appliance Attendance

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

Target: 80% Green
First Fire Appliance is in attendance at critical special service within 13 minutes



Commentary and Mitigating Actions

Q3 performance is 77.8% which is a reduction from Q2 of 0.8%. When compared to Q3 of 2019/20 a performance improvement of 5.3% has been achieved. A significant number of these incident types involve Road Traffic Collisions and assisting other emergency services, due to the nature of these incidents information passed between emergency services can sometimes be delayed, such as time taken to identify incomplete address information, this can lead to longer call handling and mobilisation times.

Recommendations to SPB: (Tolerate or Treat)

Treat: The Retained Marginal Gains project continues to make incremental improvements to the availability of our retained fire engines. This is being further supported by a station by station review to identify the specific availability needs of each station, this review will result in a workforce action plan for each of our 23 retained stations.

Officers are planning a multi agency emergency control room meeting to address some of the protocols and ensure call information is passed in a timely and accurate manner.

Core Measure 21: Adequate crewing on all retained frontline fire engines (based on 24/7 crewing)

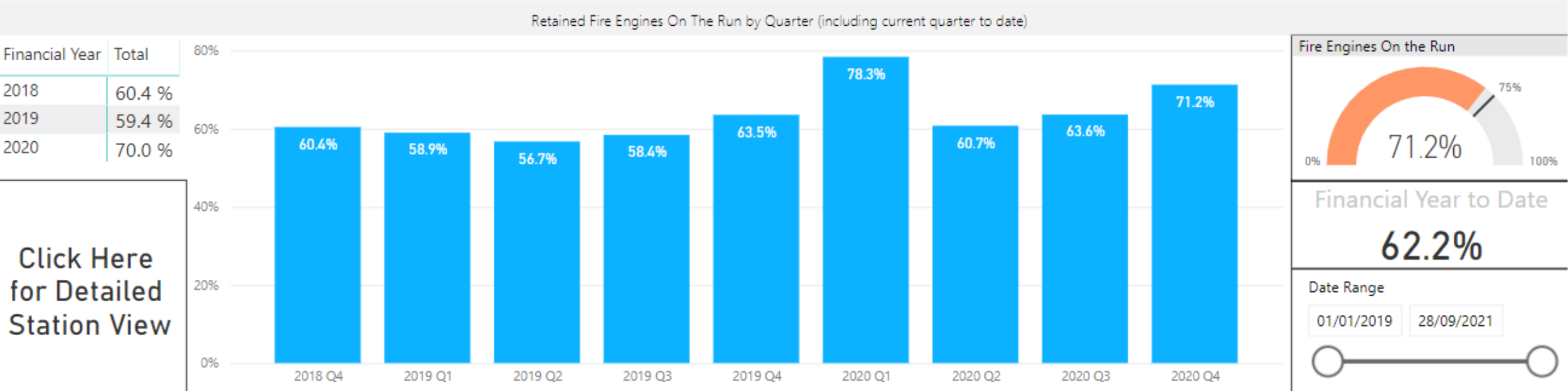
Target:

75-100% Green

65-74% Amber

>65% 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.



Commentary and Mitigating Actions

Retained Duty System (RDS) availability has improved in Q3 by 2.7% when compared to Q2. The improvements are in part linked to a reduction in annual leave which reaches its peak for RDS staff in Q2 as it is often aligned primarily employment requirement. RDS availability has improved by 5% compared to the same period 2019/20. The Service Delivery Centre (SDC), Retained Liaison Officers (RLO), Crewing Optimisation Group (COG) and the County Crewing pilot continue to support and maximise RDS engine availability. In Q3 the COG have made RDS fire engines available on 145 occasions. County Crewing has supported RDS fire engine availability on a further 143 occasions during weekday and weekend periods. The County Crewing system utilises spare RDS staff to cover crewing deficiencies at other RDS fire stations for a specific period of time.

Recommendations to SPB: (Tolerate or Treat)

Tolerate: The RDS Marginal Gains project is aimed at making incremental improvements to our RDS availability, this is being expanded to include a station by station review of what is required at each station.

WSFRS is further exploring ways to maintain RDS availability post lock down through options such as expanding the County Crewing Pilot to include the use of off duty wholetime staff and expanding the number of stations that we deploy County Crewing staff to.

Areas of Significant Improvement and Success

Quarter 3

(1st October 2020 – 31st December 2020)

Areas of Significant Improvement and Success

The Performance and Assurance Framework of which this report is a part of has continued to evolve over quarter 3 demonstrating fire and rescue service performance and providing 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 3:

CM17: Critical Fires - 1st Appliance (Fire Engine) Attendance time pass rate has exceeded the target for the fourth consecutive quarter and is the highest in recent years. This indicates that the investment into the Service Delivery Centre, the additional 3 Retained Liaison Officers (RLO's), the County Crewing pilot and maximising the Crewing Optimisation Group (COG) establishment is having a positive effect on crewing of fire engines, leading to improving attendance standards in a particularly challenging period with COVID 19

CM26: Sickness levels have remained consistently low despite additional factors that have been in force throughout the COVID 19 pandemic.

CM5: Safeguarding referrals were again completed within 24 hours of discovery in every instance. The new process has resulted in the safeguarding referrals all being made in a timely and direct way addressing one of the concerns identified by the 2018 HMICFRS Inspection.

The following corporate measures showed notable improvement in Quarter 3:

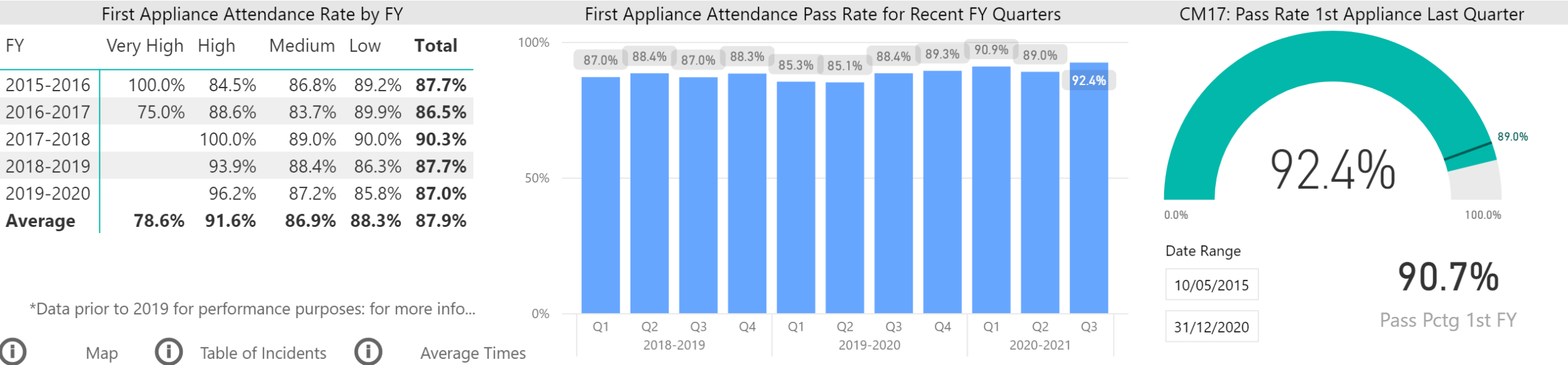
CM14: Time to Answer 999 calls The percentage answered within 7 seconds by the Surrey/West Sussex Joint Fire Control room has increased by 5.3% since quarter 2

CM15: Time to Alert the nearest Station/Engine The percentage of 999 calls where the station is alerted within 2 minutes by the Surrey/West Sussex Joint Fire Control room has increased by 5.6%

Core Measure 17: Critical Fires – 1st Appliance Attendance

Target: 89% Green
11 minutes Very High Risk
13 minutes to High Risk
15 minutes to a Medium Risk
17 minutes to a Low Risk

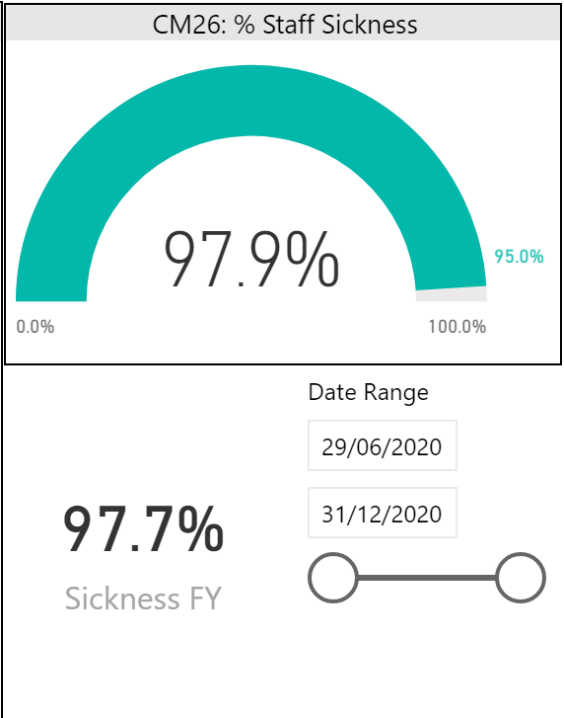
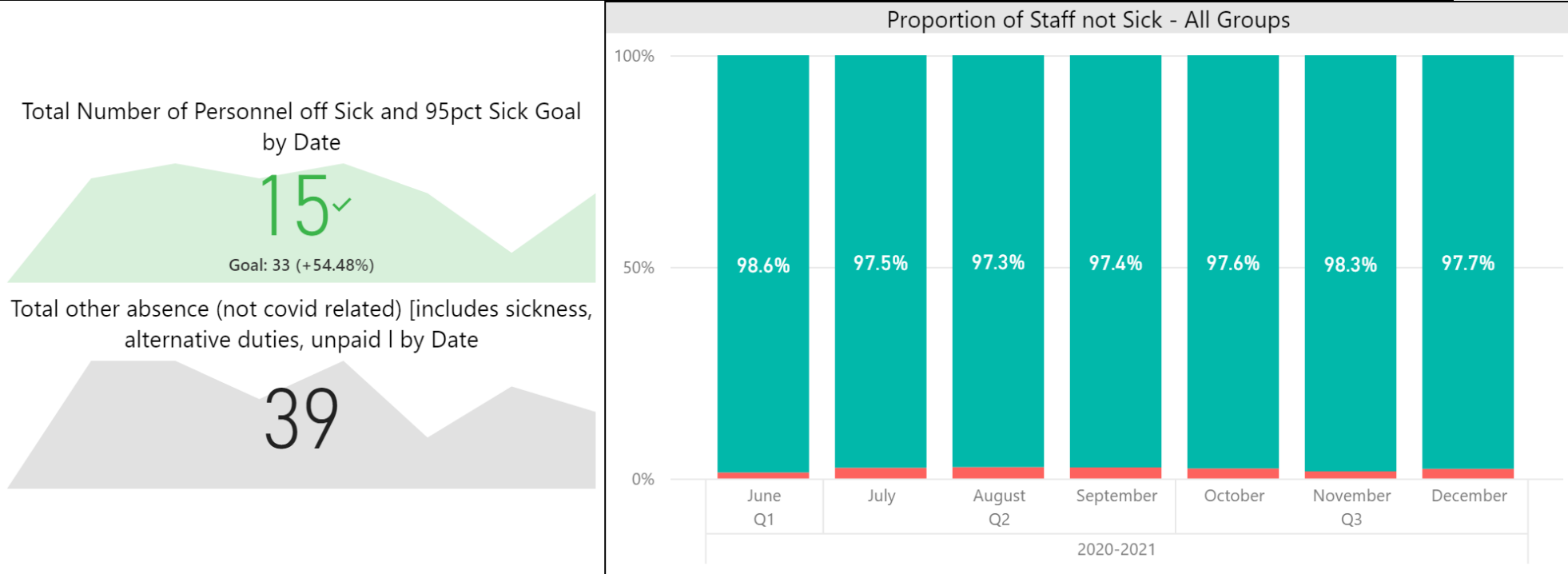
Core Measure 17: West Sussex FRS categorises risk into 4 type being Very High, High, Medium, Low. It has also set a different time target against each risk type. Occasions where the first fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.



Core Measure 26: Working time lost to sickness across all staff groups

The proportion of staff not sick

Target:
>95% Green
90-95% Amber
<90% Red



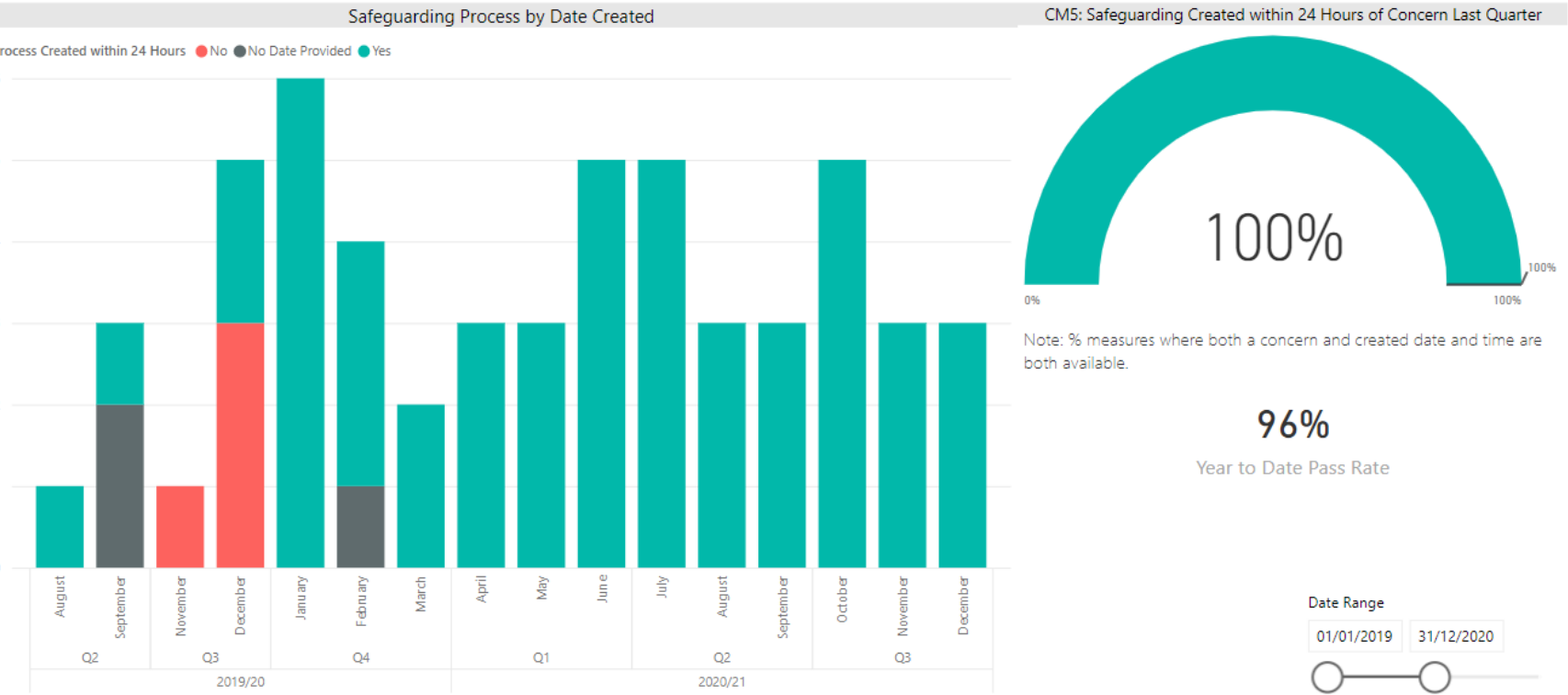
Commentary and Mitigating Actions
The number of staff off work due to non-Covid related sickness absence has remained between 2.28% to 2.58% over the last quarter therefore the target of 95% attendance has been achieved each month in the last quarter. The HR team continue to work closely with the managers to ensure that long term absence is managed within policy and meetings are held promptly to facilitate an early return to work.

Recommendations to SPB: (Tolerate or Treat)
Tolerate: All sickness cases are reviewed monthly and appropriate officers are ensuring that there is support for individual to return to work safely.

Core Measure 5: Safeguarding referrals made to Social Care colleagues in West Sussex County Council within 24 hours of discovery

Annual Target:
100% Green
<100% Red

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



Commentary and Mitigating Actions

11 safeguarding referrals were made in Q3 and 100% were completed on time with status of green. This has been achieved as a result of staff being able to identify vulnerability and take the appropriate action by making a referral using our new electronic form, The new process has resulted in the safeguarding referrals all being made in a timely and direct way addressing one of the concerns identified by the 2018 HMICFRS Inspection report.

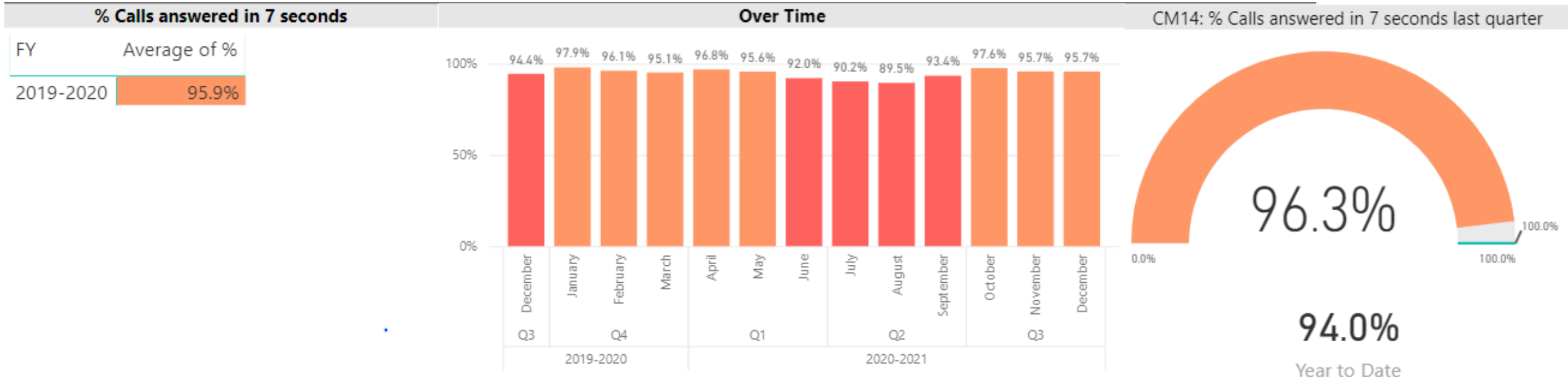
Recommendations to SPB: (Tolerate or Treat)

Monitor: The new process that has been implemented by officers will continue to be followed and periodic reviews to ensure continuous improvements made as required.

Core Measure 14: Time taken to answer the 999 call by Surrey/West Sussex Joint Fire Control Room

Annual Target:
100% answered
within 7
seconds

This measure looks at the time taken from when the Fire Control Room Operator answers the phone when a 999 call is received by the Fire Control Room. The target is 100% of calls answered in 7 seconds. Data reflects the combined performance of West Sussex and Surrey Fire and Rescue Services as individual service data is not obtainable.



Commentary and Mitigating Actions
Q3 performance offers a 5.3% improvement when compared to Q2 which makes this the strongest performance quarter within the current financial year. The data for this core measure reflects the combined performance for both West Sussex and Surrey Fire and Rescue Services. Improvements in performance are partly attributed to a reduction in significant incidents that can generate high volumes of calls to the same address. West Sussex Fire and Rescue (WSFRS) have also been working closely with Surrey Fire and Rescue (SFRS) to improved shared understanding and to identify improvements to ways of working. This quarter marks a year of our collaborative partnership and we continue to work with SFRS to improve and refine the processes.

Recommendations to SPB: (Tolerate or Treat)
Treat: Continue to work with SFRS to refine data collection methods and to identify further opportunities to improve performance.

Core Measure 15: Time between Surrey/West Sussex Joint Fire Control Room receiving the emergency call and the correct fire station being alerted

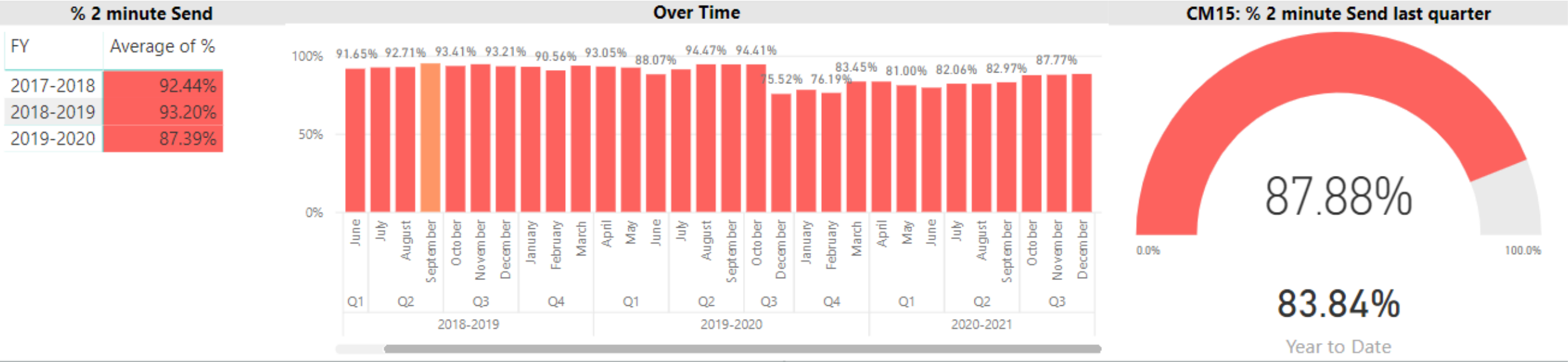
Target:

100% Green

>95% Amber

<95% 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. 100% emergency incidents are alerted within 2 minutes of the Surrey/West Sussex Joint Fire Control Room receiving the call.



Commentary and Mitigating Actions

Q3 performance offers a 6.1% improvement on Q2 and as per Core Measure 14 is the strongest performing quarter within the current financial year. Whilst performance has improved it is still short of our 100% target. Officers from West Sussex Fire and Rescue Service have delivered a number of staff engagement sessions to the Joint Fire Control which has further improved shared understanding and awareness, leading to improved performance for Q3. It is important to note that whilst we work towards improving performance in this measure, our first appliance to critical fires performance for Q3 has again improved as demonstrated in Core Measure 17.

Recommendations to SPB: (Tolerate or Treat)

Treat: Officers continue to work in a pre alert system as part of our station end project. Initial testing at West Sussex Fire Stations has provided positive early results. Further development is now being undertaken in collaboration with Surrey Fire and Rescue Service (SRFS). We continue to work with SRFS in the operational and tactical governance boards to monitor and improve this core measure through new technology and ways of working,