

# West Sussex Fire & Rescue Service

## Performance Report Quarter 2



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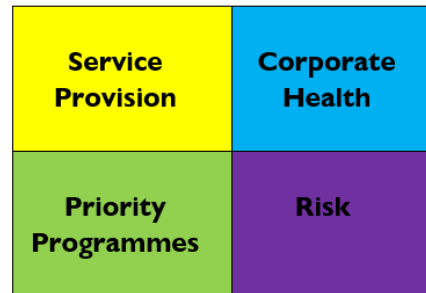
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# Strategic Performance Board Quarterly Report

## Quarter 2 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 July 2020 – 30th September 2020.

# Cabinet Member Summary



The performance information contained within this report for WSFRS is for the second 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. Of course, the organisation has had to adapt ways of working and with the support of technology and adaptation to services officers have ensured the resilience of the Service that delivers the vital support and risk reduction to the most vulnerable in our communities 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 over the festive period we will again be focussed on the well-being and support to all our staff.

# Chief Fire Officer Summary



The unprecedented circumstances in which we find ourselves and the restrictions and challenges set by the pandemic continue to put pressure on the fire and rescue and wider public services. However, as we have seen throughout the year what comes with challenge is opportunity and once again the fire and rescue service 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 that the Independent Advisory Panel that was established on the back of the last HMICFRS Inspection has now written to me recommending that the process of external assurance is concluded due to the significant and positive steps taken by the Chief Fire Officer and her team and the visible improvements that have been embedded across the Service. Alongside some of the improved core measure indicators contained within this report this a particularly pleasing quarter. 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 2 2020-21 the following year to date performance against 31 Core Measures was recorded:

Of the 31 measures, 16 had a green status, 3 were amber, 10 were red and 2 are awaiting data.

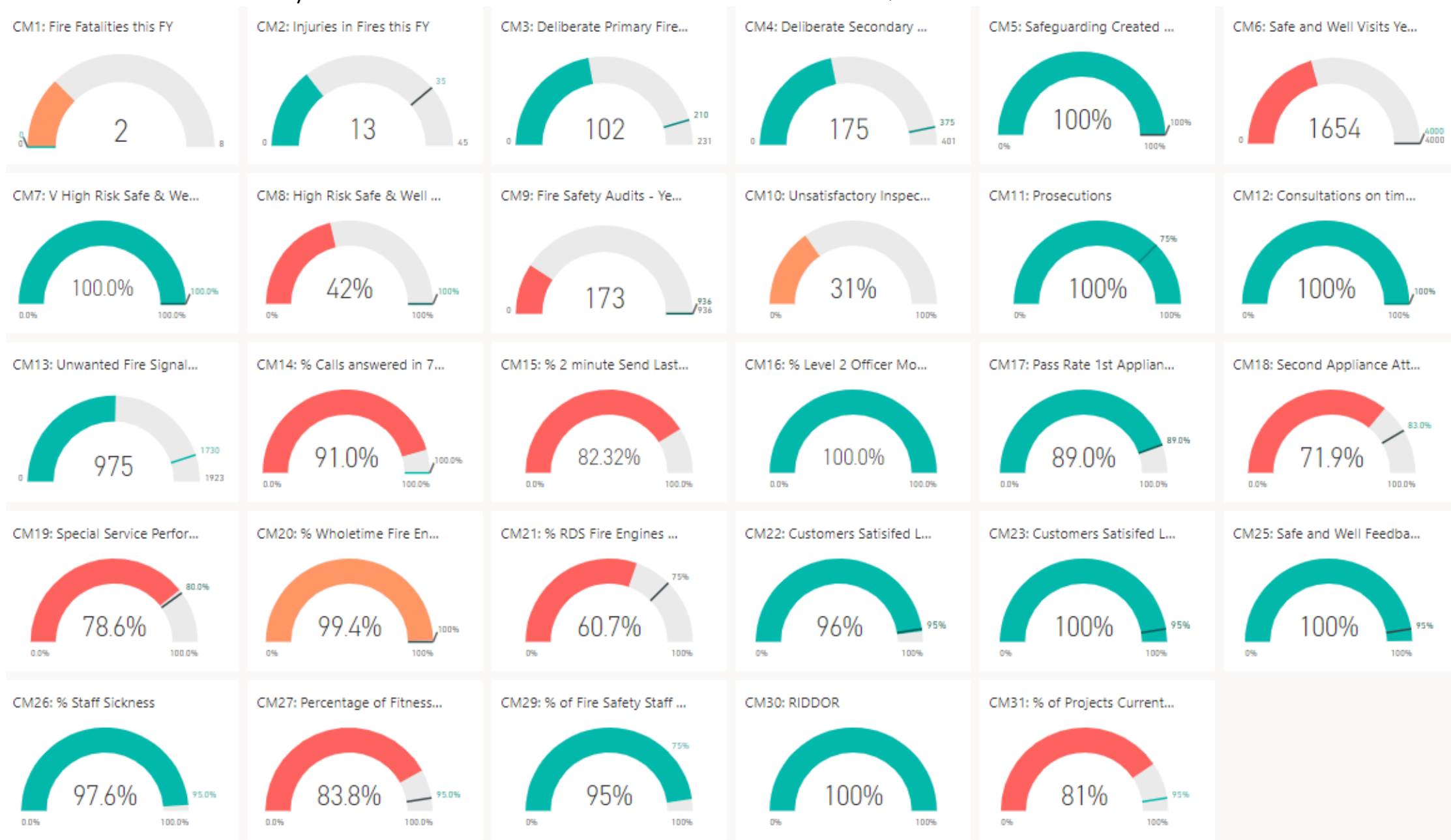
The two measures for which data is not yet available:

- CM24: Feedback from Fire Safety Audits has not yet been obtained at a level suitable to report on in this quarter. The process of data collection continues to be reviewed.
- CM28: Qualification levels are maintained within Firewatch and the data for this measure is not yet available at this reporting level.

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

- CM 1 – Total number of Fire Deaths
- CM 6 – Number of Safe and Well Visits delivered
- CM 18 – Critical Fires – 2nd Appliance (Fire Engine) attendance
- CM 19 – Critical Special Service - 1st Appliance (Fire Engine) attendance
- CM 21 – Adequate Crewing on all retained Fire Engines

## Performance Summary for all available core measures at the end of Quarter 2:



# Selected Measures – Amber Status

Quarter 2  
(July - September 2020)



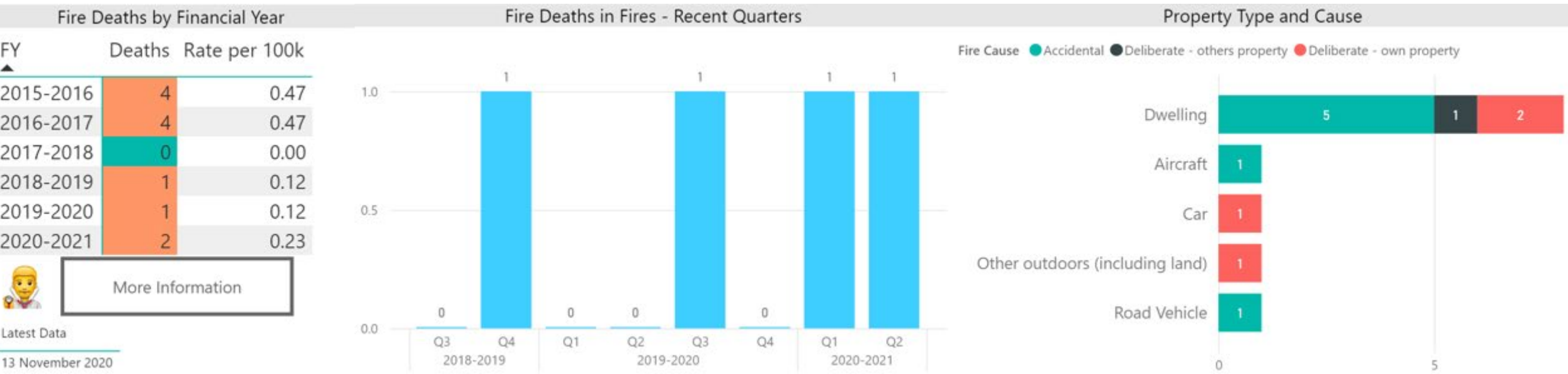
# Core Measure 1: Total number of Fire Deaths in West Sussex over a year period starting from April

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.

**Annual Target:**  
0 Green  
<7 Amber  
7+ Red

**Jon Simpson**  
Service Owner  
**Response Area**



**Commentary and Mitigating Actions**

One fatality occurred during this Quarter following a fire as a result of a road traffic collision in East Preston

**Recommendation to SPB: (Tolerate or Treat)**

Treat: Recommendation that cases like this are referred to the Operation Assurance team for a deep dive case review to identify any learning that can be taken from such incidents and ensure that resources are targeted in the right area. The Deputy Chief Fire Officer will chair a new dedicated panel to review each fire fatality to ensure that any lessons that can be learnt from such cases can be applied.

# Selected Measures – Red Status

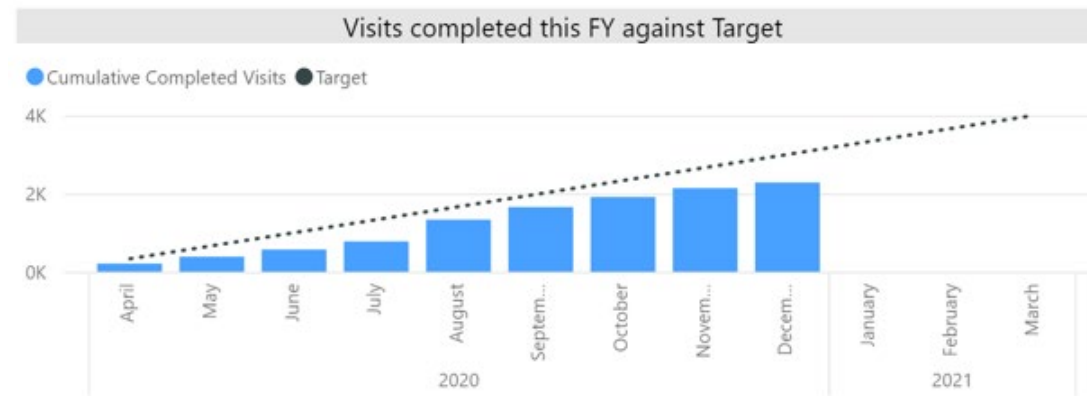
Quarter 2  
(July - September 2020)

# Core Measure 6: Number of Safe and Well Visits (S&WV's) delivered to those who are at very high or high risk of dying or being injured

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

**Annual Target:**  
4,000 Safe and Well  
Visits per year.

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



**Commentary and Mitigating Actions**

The quarterly target based on the annual target of 4000 visits is 1000 visits each quarter. In Quarter 2, 1085 visits were made to the property to complete a Safe and Well visit. Q1 is the main impact for this measure having a red status, due to only 569 visits having been completed as a result Of COVID restrictions.

Due to Covid•19 it was not possible to enter every property until 10th August When the shielding arrangements ceased. From 10th August visits in person were resumed and every resident that did not receive an actual visit has been contacted and offered a visit. Where it was not possible to contact the resident, they were written to. offering a visit at a later date. There are only three residents who did not receive a visit and still require one. Their visits are on hold at their request as they either require support from a family member or partner agency so at this point West Sussex Fire and Rescue Service is not able to book a date. The number of referrals remains lower than in previous years, it anticipated that referrals will increase again over the forthcoming months and that the 4000 target remains achievable. Our ability to meet the targets is dependent on the number of referrals received and the impact of any further COVID restrictions.

**Recommendation to SPB: (Tolerate or Treat)**

Treat: Officers are currently undertaking work to ensure the remaining three visits are completed and continue to monitor the progress in Q3 and 4 towards the 4000 target Year to date it is showing 346 below the expected level, however for Q2 we have exceeded the expected level Of 1000 visits for the quarter.

TO ensure the quality Of Safe and Well visits are maintained, officers from the prevention team Will make calls to a selection Of the visits completed, to check how the visit was conducted and what advice was provided ensuring it aligns with the prevention Strategy.

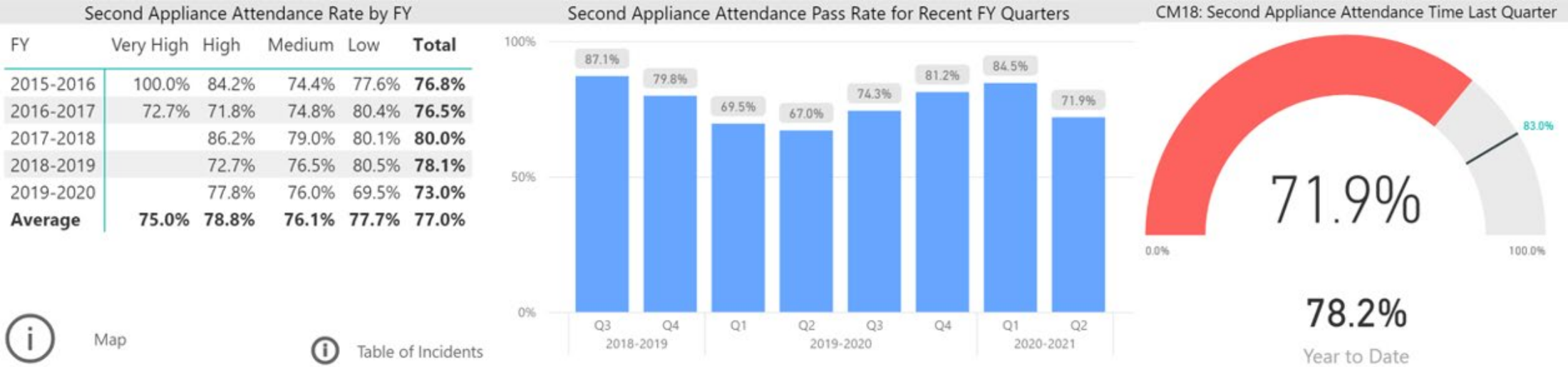
Work with partner agencies to promote referrals for Safe and Well Visits continues. Work is in progress with crews, prevention teams and the corporate communications team to create new toolkits of fire safety campaign material to promote Safe and Well Visit take up and target vulnerable homes. Volunteers are also asked to •nominate" people for a Safe and Well Visit in their personal networks who may be vulnerable. Visits continue to be offered over the telephone and by skype, although since August 11 when the first lockdown ceased visits are now taking place in person.

# Core Measure 18: Critical Fires - 2nd Appliance Attendance

West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also CM18 set a different attendance time target against each risk type. Occasions where the second fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.

**Core Measure 18 Targets:**  
11 minutes to Very High risk  
13 minutes to High risk  
15 minute to Medium risk  
17 minutes to Low risk  
83% Target for Green

**Jon Simpson**  
Service Owner  
**Response**  
Area



**Commentary and Mitigating Actions**  
Our performance against this measure is currently below target however our second fire engine response times for Q2 2020/21 has improved by 4.9% on Q2 19/20. This has been achieved through increasing the availability of our Retained Duty System (RDS) firefighters through the aforementioned project which is having a positive impact. We recognise there is still more to do and to address this we're laying the foundations for the next IRMP utilising past performance and data to ensure continuous improvement. The easing of lockdown measures during this quarter and the nature of the retained workforce has reduced the availability of Retained Duty System fire appliances which has an impact on the attendance times of the second fire appliance to critical fires. This measure has reflected the changes to restrictions post COVID for those with a primary employment who have returned to work post COVID.

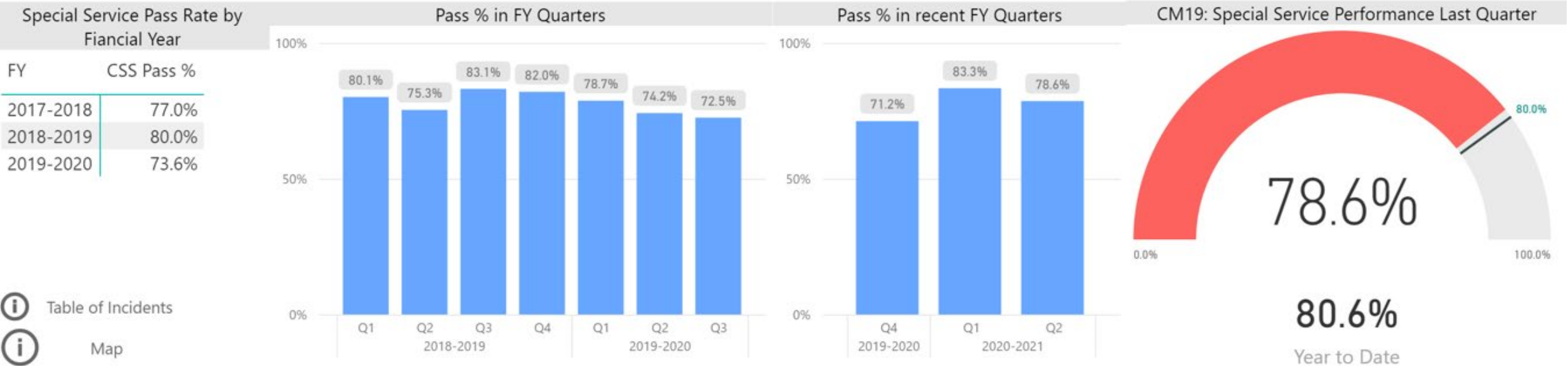
**Recommendation to SPB: (Tolerate or Treat)**  
Treat: The retained Marginal Gains project is aimed at making incremental improvements to our retained availability, this is being expanded to include a station-by-station review of what is required at each Fire station.  
Exploration of ways to maintain retained availability post lockdown to be reviewed through both the project and our business continuity governance.

# Core Measure 19: Critical Special Service -1st Appliance Attendance Quarterly

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

**Core Measure 19 Targets:**  
First Fire Appliance is in attendance at critical special service within 13 minute.  
Target: 80% Green

**Jon Simpson**  
Service Owner  
**Response Area**



- Table of Incidents
- Map

**Commentary and Mitigating Actions**  
Q2 performance is 78.6% which is a reduction from Quarter 1 of 4.7%. Year to date the status would be showing as Green at 80.6%. A comparison of Q2 2019/20 and Q2 20/21 shows an improvement of 4.4% has been achieved.  
The easing of lockdown measures during this quarter and the nature of the retained workforce has reduced the availability of Retained Duty System fire appliances which has an impact on the attendance times of the second fire appliance to critical fires. This measure has reflected the changes to restrictions post COVID for those with a primary employment who have returned to work post COVID.

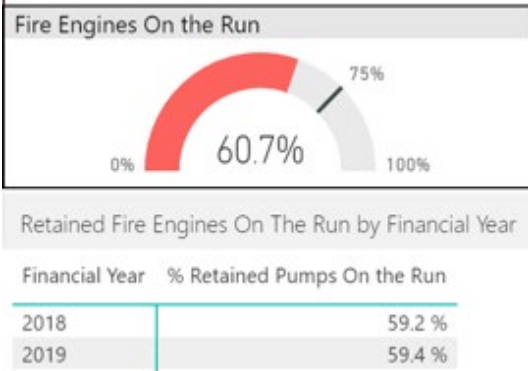
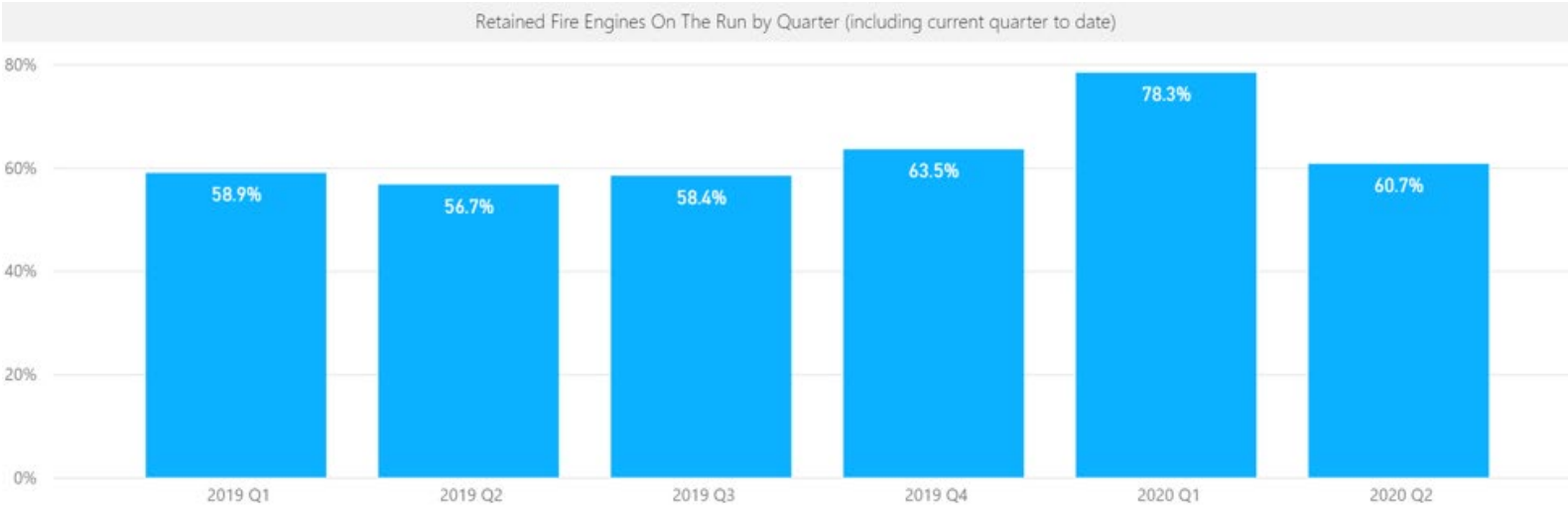
**Recommendation to SPB: (Tolerate or Treat)**  
Treat: The retained Marginal Gains project is aimed at making incremental improvements to our retained availability, this is being expanded to include a station-by-station review of what is required at each Fire station. Exploration of ways to maintain retained availability post lockdown to be reviewed through both the project and our business continuity Governance.

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

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.

**Core Measure 21 Targets:**  
Green 75%-100%  
Amber 65%-74%  
Red <65%

**Jon Simpson**  
Service Owner  
**Response**  
Area



## Commentary and Mitigating Actions

Retained Duty System (RDS) Availability has declined in Q2 due to the easing of lockdown restrictions which allowed staff to return to their primary employment. Retained availability has improved by 4% compared to the same period in 2019/20.

The introduction of the Service Delivery Centre (SOC), 3 additional Retained Liaison Officers (RLOs), maximising the use of the Crewing Optimisation Group (COG), who are a team of full-time firefighters that are dedicated to supporting the availability of RDS fire stations, and the current County Crewing pilot have allowed the service to improve and maximise fire engine availability. The SDC proactively moves COG, County Crewing and RLO resources across our RDS fire stations by working closely with Response managers to offset crewing shortages. In Q2 the COG have supported the availability of 170 additional fire engines that otherwise may have remained unavailable if solely RDS crewed. In addition to this Q2 has enabled us to expand the use of County Crewing with a further 206 RDS appliances available during week-day and weekend daytime periods. The County Crewing system utilises spare RDS staff to cover crewing deficiencies at other RDS fire stations for a specific period of time.

## Recommendation to SPB: (Tolerate or Treat)

**Treat:** The retained marginal gains project is aimed at making incremental improvements to our RDS availability, this is being expanded to include a station-by-station review to ensure tailored approach at each fire station. Officers are further exploring ways to maintain retained availability post lockdown through options such as expanding the County Crewing pilot to include the use of off duty whole-time staff and expanding the number of stations that we deploy County Crewing staff to.

# Areas of Significant Improvement and Success

Quarter 2  
(July - September 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 2 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 2:

**CM12 – Building Regulation Consultations** responded to within 15 days. 100% of these were completed within 15 days despite the additional factors that were in force in relation to COVID-19.

**CM17 – Critical Fires – 1st Appliance (Fire Engine) Attendance** exceeded albeit by a small amount the target indicating 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.

The following corporate measures showed notable improvement in Quarter 2:

**CM10 – Proportion of Unsatisfactory Fire Safety Inspections** – The percentage of fire safety inspections in which the inspector found a deficiency in the fire safety arrangements of that premises. Inspectors aim to focus inspections only on those premises which have inadequate fire safety arrangements and in the quarter the proportion of unsatisfactory inspections went from 5% in July to 49% in September. Showing a quarterly average increase from 18.2% in Q1 to 30.6% in Q2.



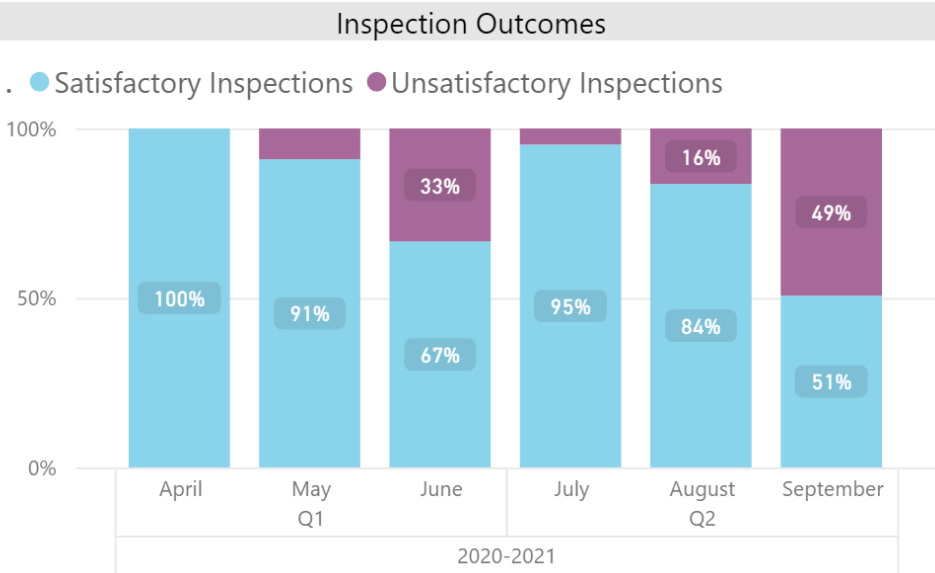
# Core Measure 10: Proportion of Unsatisfactory Fire Safety Inspections

The percentage Of fire safety inspections in which the inspector found a deficiency in the fire safety arrangements of that premises. Inspectors aim to focus inspections only on those premises which have inadequate fire safety arrangements.

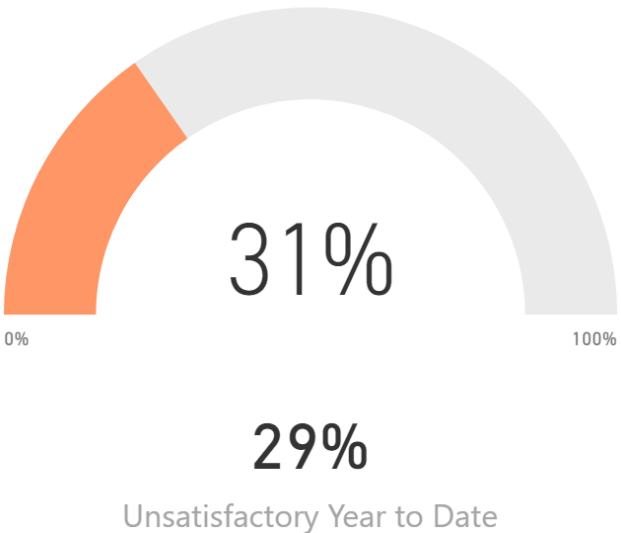
Core Measure 10 Targets:  
> 50% Green  
<30% Red

Adrian Murphy  
Service Owner  
Protection  
Area

Inspection Outcomes				
FY	FYQ	Month	Satisfactory Inspections	Unsatisfactory Inspections
2020-2021	Q1		81.8%	18.2%
	Q2		69.4%	30.6%



CM10: Unsatisfactory Inspections Last Quarter



### Commentary and Mitigating Actions

There is National Guidance on better regulation, which directs the FRS not to repeatedly inspect “broadly compliant” premises, since such premises are deemed at less risk and the burden of reinspection less of a priority. This measure is designed to keep our fire safety activity focused on non-compliant (high risk) buildings. Officers continue to improve the way we 'score/rate' premises during Covid-19 desktop audits and continue to cleanse the data. All fire safety colleagues have been trained in these improvements, and we have seen an increase of 33% in September alone on this important fire safety measure.

### Recommendation to SPB: (Tolerate or Treat)

Treat: Increased staff training, awareness and development of premises coding system, to correctly identify the higher risk premises most in need of inspection. Officers will continue to closely monitor this activity at protection monthly performance meetings to ensure full focus is maintained on auditing buildings that present the greatest risk of fire. The new fire safety system will also assist this measure by creating more agile and flexible ways of working so that higher risk buildings can be identified whilst out in the community by creating inspections following a fire or as a result of a complaint.

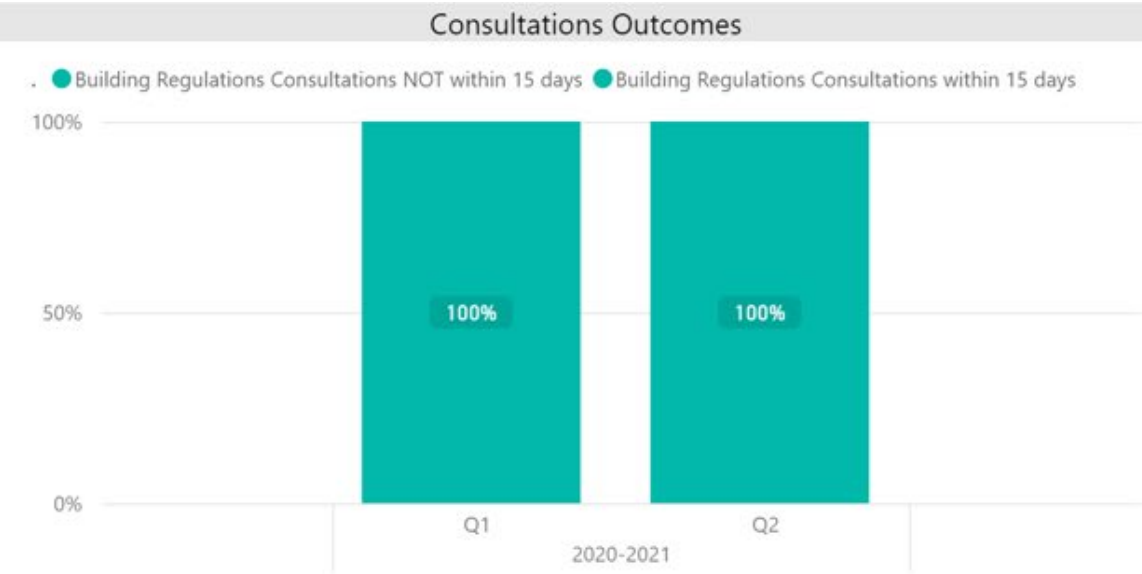
# Core Measure 12: Building Regulations Consultations within 15 days

The percentage of Statutory Fire Safety consultations completed within the 15-day time

Core Measure 12 Targets:  
=100% Green  
<100% Red

Adrian Murphy  
Service Owner  
**Protection**  
Area

Successful Consultations			
FY	2020-2021		Total
	Q1	Q2	
Building Regulations Consultations NOT within 15 days	0	0	0
Building Regulations Consultations within 15 days	123	119	242



**Commentary and Mitigating Actions**

There is a requirement for Fire and Rescue Services to respond to statutory building and licensing consultations, within the Fire Safety Order. This measure is the percentage Of consultations that WSFRS respond to within the allocated timeframe (which is usually within 15 days or longer if mutually agreed for complex cases). Consultations Often arrive in unplanned clusters so require a flexible approach. The performance is at 100%, which reflects the additional resource that is being effectively and efficiently utilised to ensure this target is met.

**Recommendation to SPB: (Tolerate or Treat)**

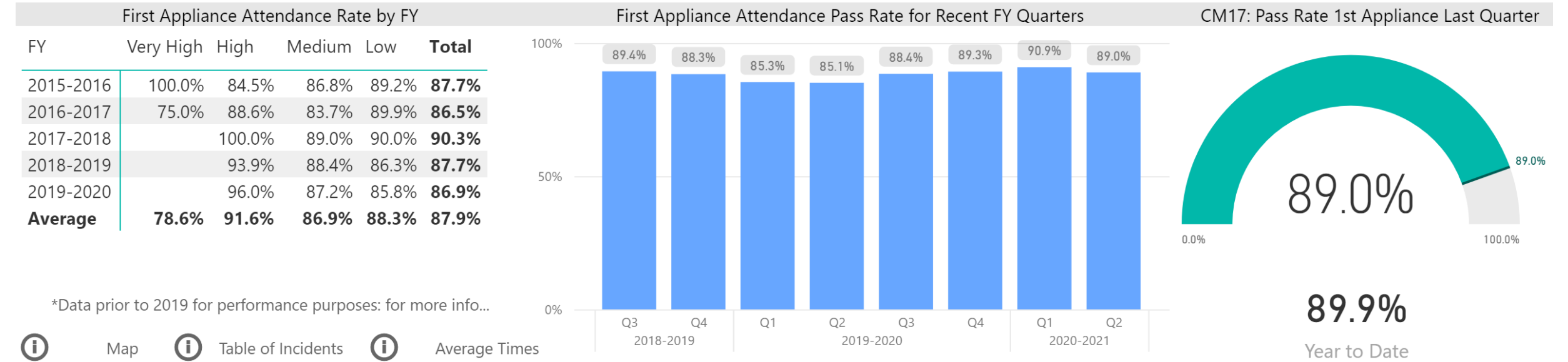
Monitor: Officers to continue to strengthen the process with regard to timely and quality of Building Regulations Consultation and ensure the appropriate allocation Of resource upon receipt.

# Core Measure 17: Critical Fire – 1<sup>st</sup> Appliance Attendance

West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also CM18 set a different attendance time target against each risk type. Occasions where the first fire engine arrives at an emergency incident within the target number of minutes from the time the emergency call was answered.

**Core Measure 17 Targets:**  
8 minutes to Very High Risk  
10 minutes to a High Risk  
12 minutes to a Medium Risk  
14 minutes to a Low Risk  
89% Target for Green

**Jon Simpson**  
Service Owner  
**Response**  
Area



**Commentary and Mitigating Actions**

Performance is good with attendance standards met in 89% of occasions in Q2. This quarter has seen the easing of lockdown arrangements which has impacted the availability of our Retained Duty System (RDS) fire engines, which subsequently impacts fire engine attendance times. A strong focus on improving retained availability has been maintained and is having a measurable impact on performance through the associated project. In comparison to Q2 of 2019/20 there has been a 3.9% improvement.

**Recommendation to SPB: (Tolerate or Treat)**

Tolerate: The retained Marginal Gains project is aimed at making incremental improvements to our retained availability and has recently reviewed its approach and success to date and an additional area that is being considered is a station-by-station review to identify individual station requirements to further support the availability of retained fire engines.