

West Sussex Fire and Rescue Service Performance Report Quarter 2 2023/24

Deputy Chief Fire Officer
Mark Andrews

Contents

	Page
Report Overview	3
Cabinet Member Summary	4
Chief Fire Officer Summary	5
Performance Summary	6
Performance Dashboard	7-8
Areas of Significant Improvement and Success	9-18
Selected Focus Measures – Red and Amber Status	19-24



Strategic Performance Board Quarterly Report

Quarter 2 2023-2024

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 July 2023 – 30th September 2023.

Cabinet Member Summary



Early this quarter Platinum House, the WSFRS Training Centre and Horsham Fire Station, became operational. This was a momentous landmark for the Service which will unlock new opportunities for training and exercising for both Fire and wider County colleagues and support the council's aim of becoming carbon neutral by 2030.

In September the Service also took delivery of its new Welfare Unit – a new and innovative addition to West Sussex Fire and Rescue. The introduction of the new vehicle to the fleet marks a significant milestone in our efforts to prioritise the welfare of staff. The Welfare Unit has been specifically designed to provide enhanced support and facilities for staff during operational incidents.

I am really pleased to see continued good performance against the performance indicators this quarter. This demonstrates that the recommendations and interventions applied by the service are having a real and sustained effect.

Chief Fire Officer Summary



As we reach the midway point for our Community Risk Management Plan (CRMP) we have launched two new projects in line with our proposals on Emergency Response Standards and a Specialist Capability Review. These crucial projects will continue to support improvement in our core measures by matching risk and resource and ensuring we have the right specialist equipment available to protect our community. We expect to see initial proposals from this work emerge in quarter 4 of this year.

In our CRMP is a commitment to review our Retained Duty System (RDS). Initial work commenced in July where we conducted a staff survey and a series of focus groups to capture the ideas on what we need to focus on first within the project. The project formally starts in Q4 of this year but this early engagement will help establish the scope and begin to help address some of the performance issues we are experiencing in the RDS core measure.

Also this quarter, the Fire and Rescue Service welcomed its latest new retained duty system firefighters. These new colleagues will provide further resilience to key retained stations to help improve our core measures and wider retained availability. A mixture of the excellent rural prevention activity and the wet weather resulted in fewer rural and wildfire incidents than expected with the most notable operational incident of the summer occurring in Littlehampton in August. This was a large fire at the Harvester Restaurant on the seafront where 12 fire engines were required to deal with the incident that attracted significant press interest.

Performance Summary

At the end of Quarter 2 2023-24 the following performance against 30 core measures was recorded:

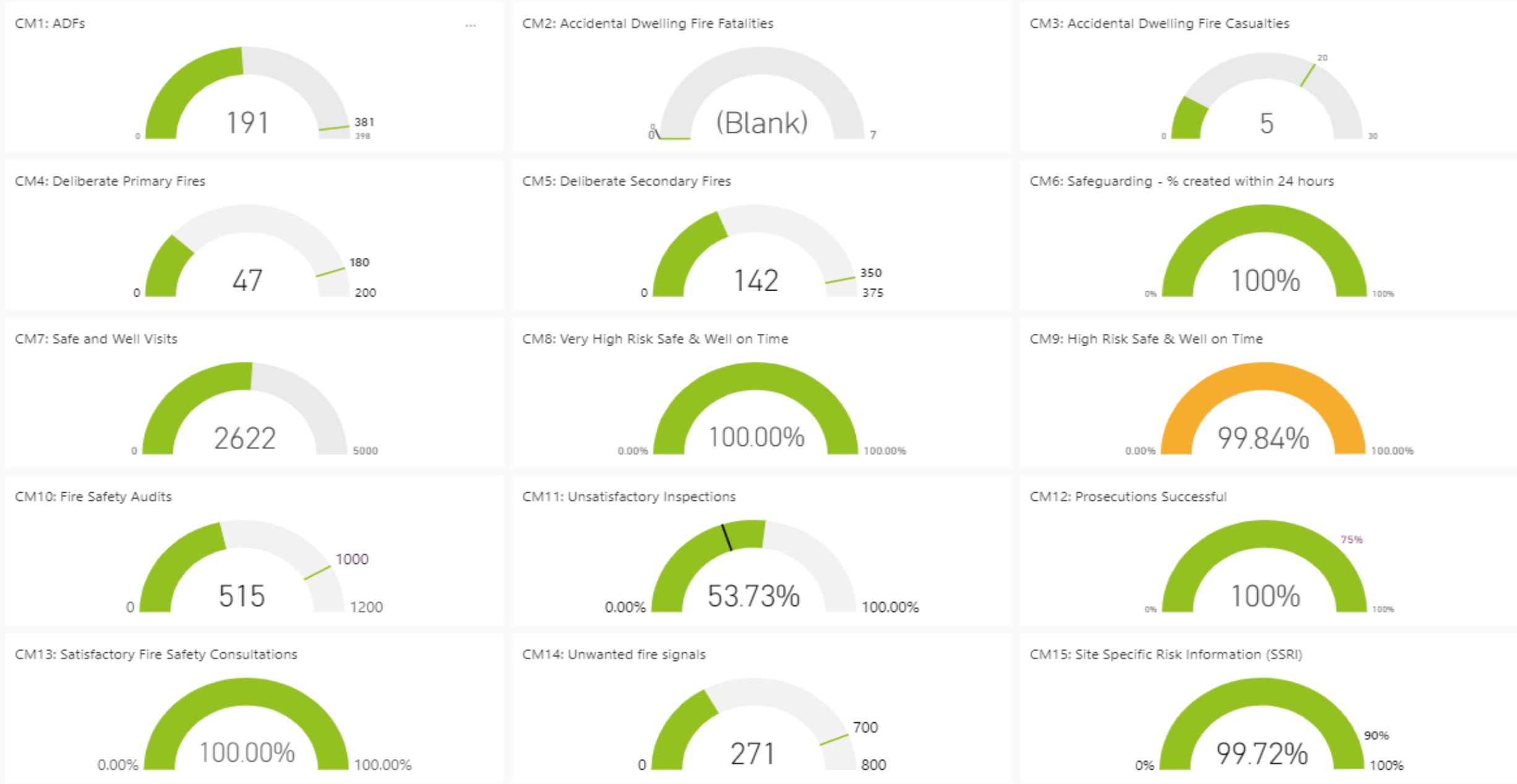
25 measure had a GREEN status, 4 were AMBER and 1 was RED.

Of the 3 comparable measures that were RED or AMBER last quarter, there were no changes in status, with all 3 measures showing a decline.

Of the 19 comparable measures that were GREEN last quarter:

- 5 measures showed a decline and 4 an improvement
- 2 measures moved to an AMBER status

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



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

CM16: 999 calls answered on time



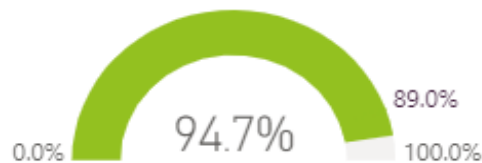
CM17: Time to alert



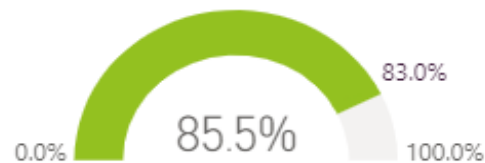
CM18: Time to Inform L2



CM19: Critical Fires 1st Appliance Attendance Times



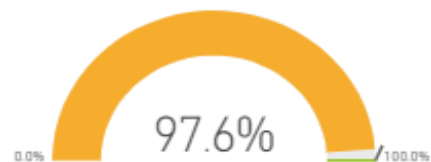
CM20: 2nd Appliance Attendance Times



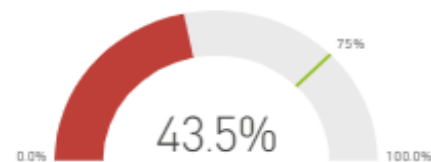
CM21: Critical Special Service Attendance Times



CM22: Immediate Response Availability



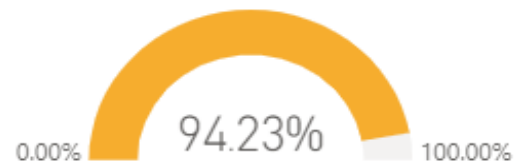
CM23: Retained Availability



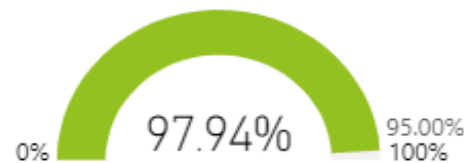
CM24: Feedback Surveys - Customer Satisfaction



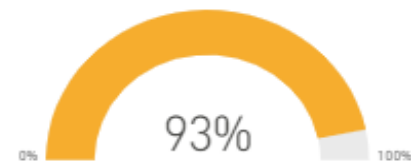
CM25: Proportion of Staff not Sick



CM26: Fitness



CM27: Staff in Qualification



CM28: RIDDOR



CM29: Risk Assessments in date



CM30: Fleet Availability



Areas of Significant Improvement and Success

Quarter 2

(1st July – 30th September 2023)

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 2 saw sustained good performance in many areas, with the following measures showing particular success:

- CM4: Deliberate Primary Fires in West Sussex over a year period starting in April
- CM7: Number of Safe and Well Visits delivered to those households containing at least 1 person with at least 1 vulnerability or risk factor
- CM10: Number of FSO regulated buildings having received an audit over a year period starting from April
- CM16: Time taken to answer the 999 call by Surrey/West Sussex Joint Fire Control Room
- CM19: Critical Fires - First Appliance Attendance

Core Measure 4: Deliberate primary fires in West Sussex over a year period starting from April

47 Deliberate fires this FY (2023-24)

Year End Forecast GREEN

Annual Target:
<180 Green
181-199 Amber
>200 Red

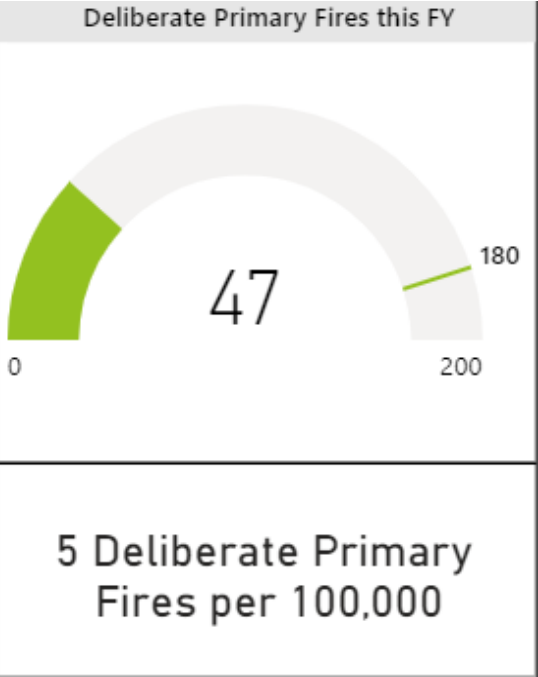
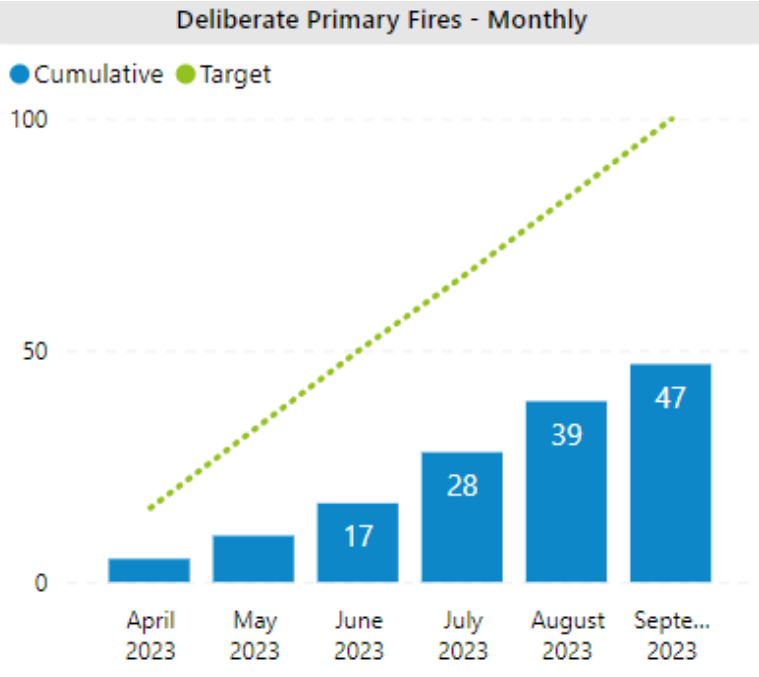
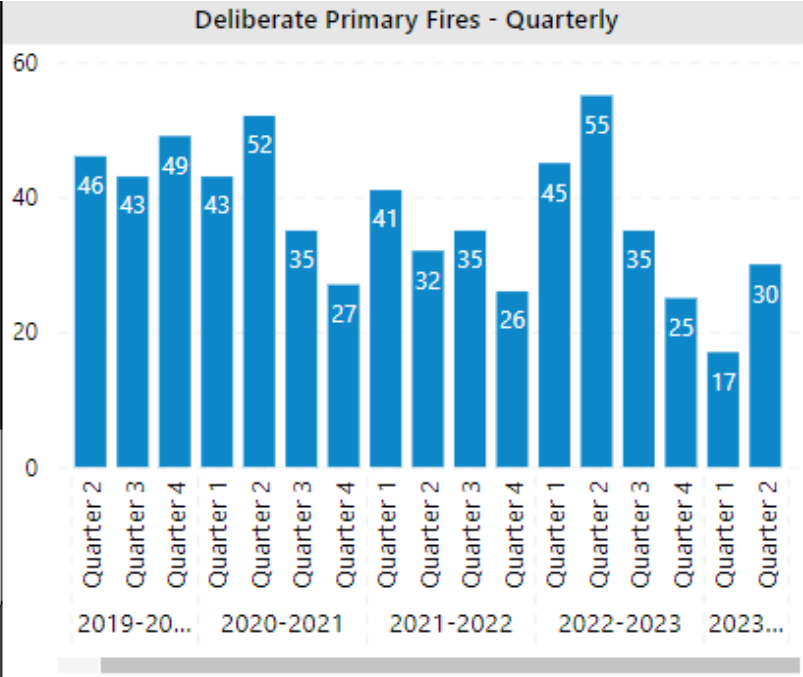
Service Owner:
Nathan Cross
Area:
Incidents

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

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
2022-2023	160	18

National Average: 28 deliberate primary fires per 100,000 in 21/22

Additional Insights



Commentary

This is the lowest Q2 figure for deliberate primary fires in the last four years. Almost half of the fires were focussed on the urban areas of Crawley and Horsham. 40% of deliberate primary fires were set in non-residential premises, which is notably higher than other property types.

Actions

Treat: We will continue to scrutinise the data and address trends wherever they emerge. The most effective way to respond to arson is to work with local partners and to have a presence in areas where arson is taking place. We use social media and a variety of other comms channels to raise awareness of the implications of setting fires.

Core Measure 7: Number of safe and well visits (S&WV's) delivered to those households containing at least 1 person with at least 1 vulnerability or risk factor.

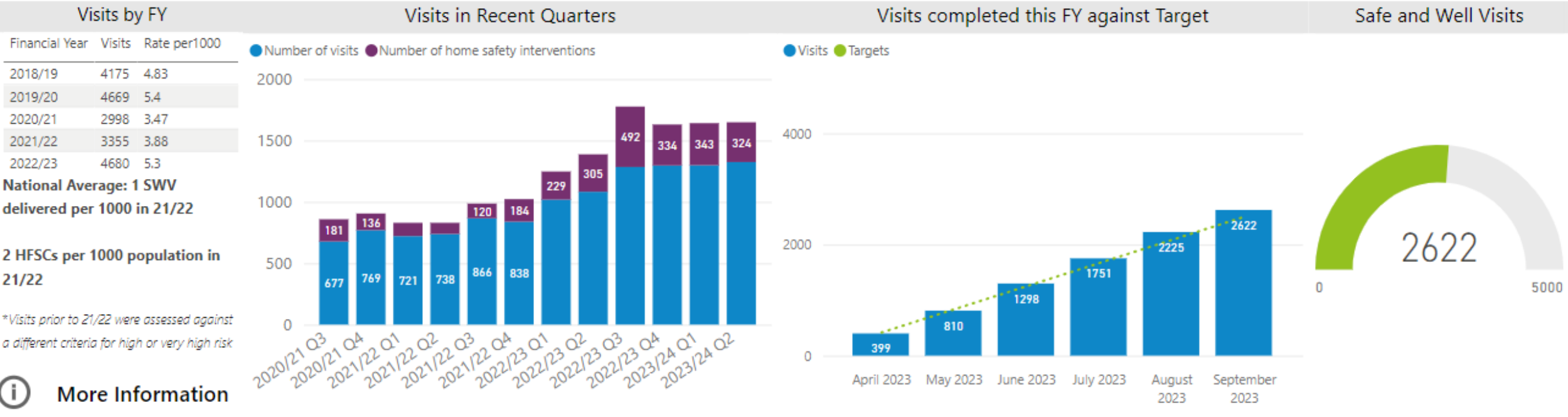
2622 delivered by end of Q2 2023-24

Year End Forecast GREEN

Number of 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. This includes very high, high and medium risk individuals and those low risk individuals with a vulnerability or a fire risk. Home safety interventions are shown here for information and include all low risk safe and well visits where there are no vulnerabilities and instances where we have supplied/fitted equipment.

Annual Target:
<5000 Green
4800-4999 Amber
>4800 Red

Service Owner:
Nathan Cross
Area:
Prevention



Commentary

In quarter 2 we completed 1,324 Safe and Well Visits (SWVs) and 324 home safety interventions. This continues to be a significant increase on the number of SWVs delivered in previous years. At the end of quarter 2 last year we had completed 2100 SWVs and have completed 522 more during the same period this year, a total of 2622 visits. We are on track to meet the target of 5,000 SWVs this year.

Actions

Tolerate and monitor: We continue to support referrals and requests for Safe and Well Visits through our partnerships and through local initiatives promoting them. We use data to target those who are most at risk of being injured or dying in a fire.

Core Measure 10: Percentage of FSO regulated buildings having received an audit

515 completed
by end of Q2
2023-24

Year End
Forecast
GREEN

There are approximately 35,000 Fire Safety Order 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 program for known sleeping risks.

Annual Target:
1000 Green
850-999 Amber
>850 Red

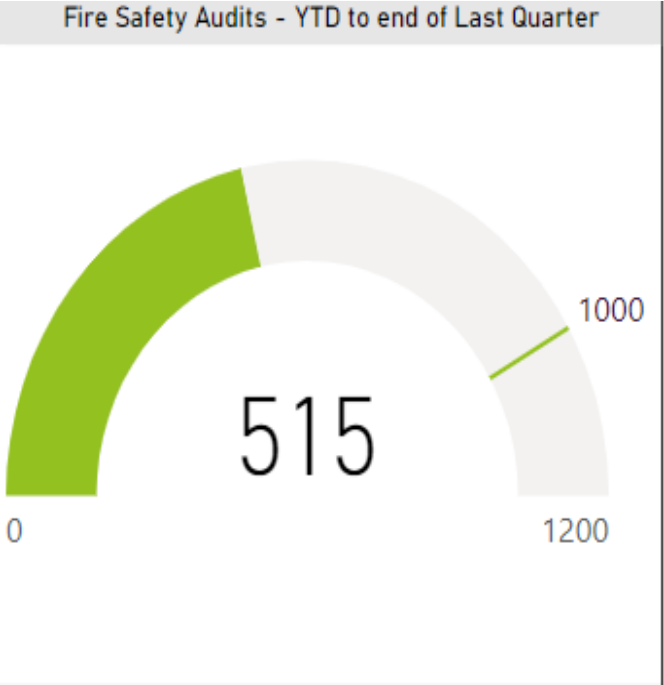
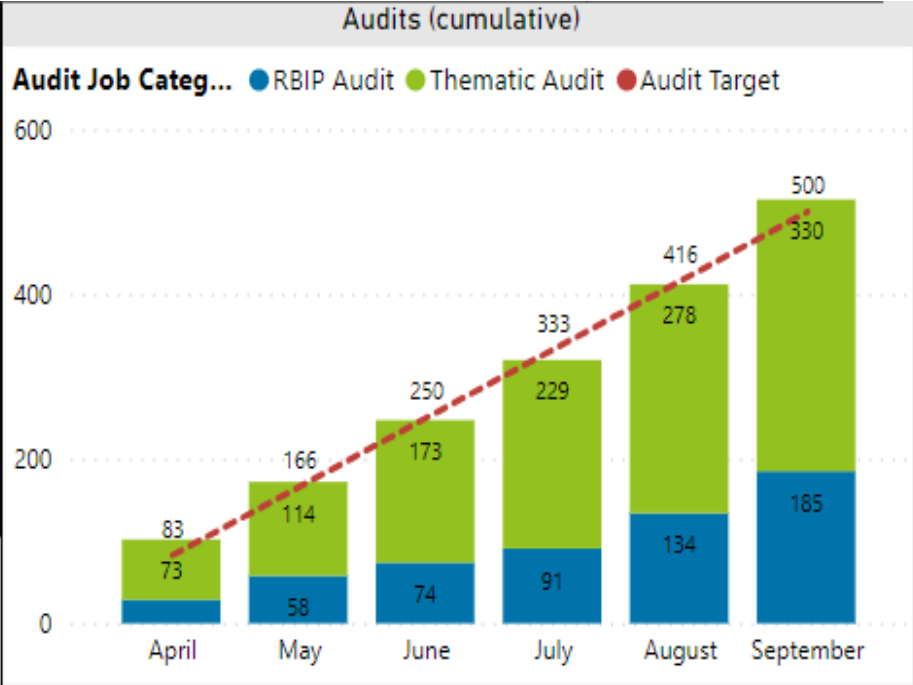
Service Owner:
Dave Bray
Area:
Protection

Financial Year	Audits	Fire Safety Checks	Audits per 100 premises
2020/21	132		0.0
2021/22	802	182	2.3
2022/23			
Q1	210	23	0.6
Q2	236	182	0.7
Q3	277	99	0.8
Q4	282	220	0.8

National Average: 2 Audits per 100 premises in 21/22

More Information

Last Refresh Date
17/10/2023



Commentary

Our Fire Safety Regulators have maintained a good level of performance during quarter 2. We are on target to meet our target for the year, being ahead of where we would expect to be at this half year stage (515 audits out of an annual target of 1000). In comparison to our 6 monthly performance through quarters 1 and 2 of 2022/23 we have achieved 13% more fire safety audits so far this year.

Actions

Tolerate: It is pleasing to see that the level of performance is starting to increase and is representative of the expectation now that more of our Fire Safety Regulators have concluded their development training. There is still further development being undertaken, however it is hoped that this will have a slightly lower impact upon our day-to-day output.

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

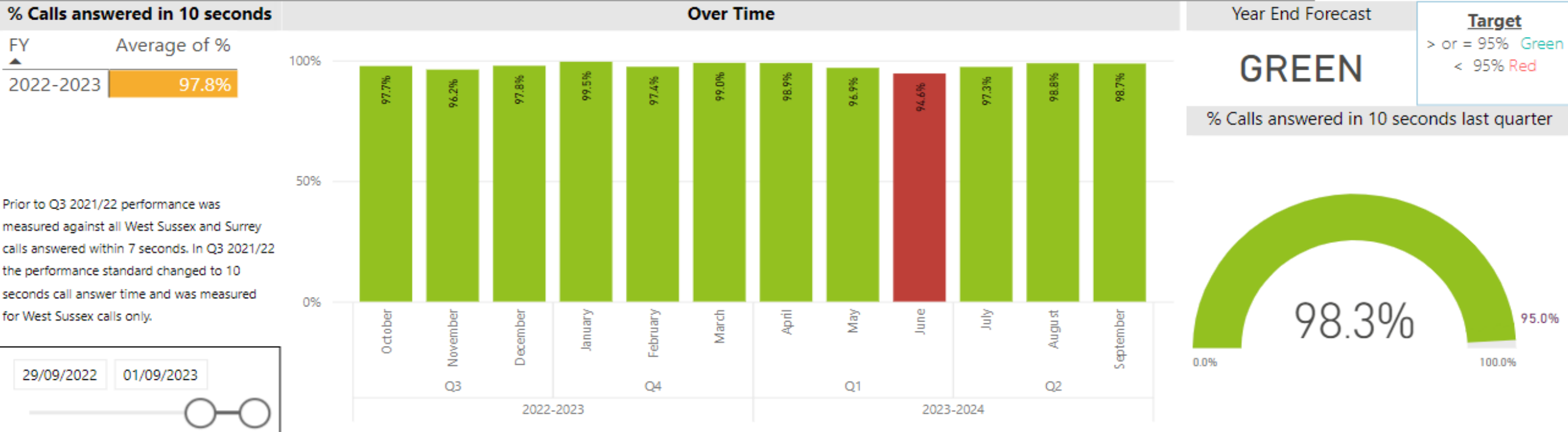
98.3% for Q2
2023-24

Year End
Forecast
GREEN

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 95% of calls answered within 10 seconds.

Annual Target:
> Or = 95% Green
<95% Red

Service Owner:
Dave Bray
Area:
Protection



Commentary

Our Joint Fire Control achieved an average of 98% of all 999 calls received being answered within 10 seconds, which is ahead of target. This is better than the performance during Quarter 1, and better than the same period last year.

Actions

Tolerate: we will continue to monitor Joint Fire Control closely to ensure that our 999 calls are answered as quickly as possible.

Core Measure 19: Critical Fires – First Appliance Attendance

94.7% for Q2
2023-24

Year End
Forecast
GREEN

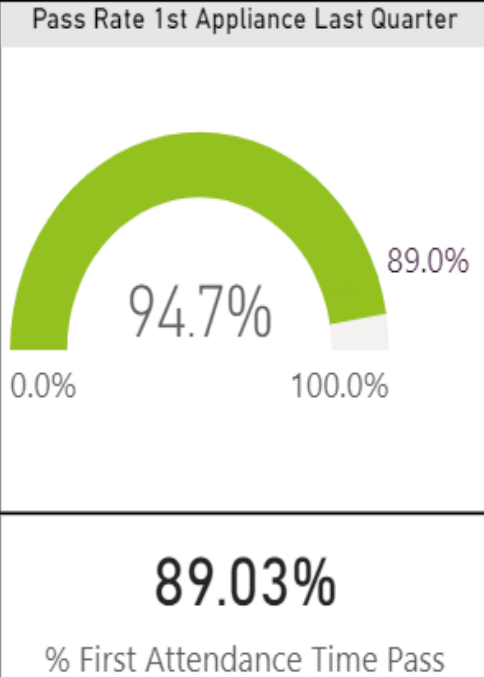
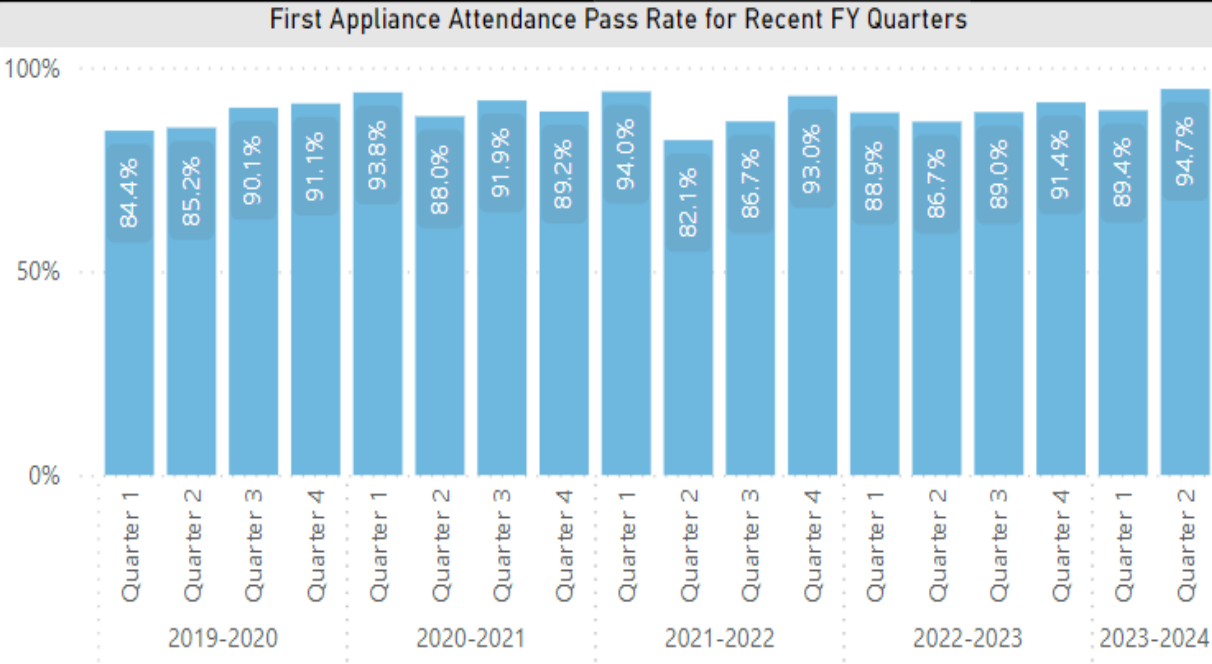
West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. This measure examines the number of occasions where the first fire engine arrives at an emergency incident within the target number of minutes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

Target:
8 min to a very high risk,
10 to a high, 12 to a
medium and 14 to a low.
89% Target for Green

Service Owner:
Gary Ball
Area:
Service Delivery

Financial Year	Very High	High	Medium	Low	Total
2015-2016	100.00%	86.27%	86.39%	90.11%	88.10%
2016-2017	75.00%	87.88%	84.84%	90.08%	87.08%
2017-2018	0.00%	100.00%	89.19%	89.49%	90.09%
2018-2019	0.00%	93.10%	89.96%	86.82%	88.67%
2019-2020	0.00%	100.00%	87.69%	86.32%	87.60%
2020-2021	0.00%	92.31%	88.46%	92.66%	90.71%
2021-2022	0.00%	100.00%	88.70%	89.08%	89.03%
2022-2023	0.00%	100.00%	88.68%	89.11%	89.03%
2023-2024	0.00%	100.00%	93.98%	90.35%	91.92%
Total	78.57%	92.47%	88.12%	89.32%	88.88%

 Table of Incidents  Map & Station Group



Commentary

Performance for the fourth consecutive quarter remains green and above target. Fire Stations are continuing to mobilise quickly, responding to incidents in their communities. By continuing to embed our professional standards in Service Delivery we have been able to maintain this level of performance. In addition to this we have seen our crews increasingly engage with their communities through fire safety initiatives, meaning they are off station more and working in high risk areas ready to respond quicker. We are capturing this activity through our Local Risk Management Plans. Joint fire control also continue to utilise the dynamic cover tool to ensure our resources are in the right areas at the right times ready to meet our response standards.

Actions

Tolerate: We will continue to monitor and review the performance data locally at our stations through our Local Risk Management Plans via our Service Delivery Governance meetings, seeking continuous improvements.

Selected Measures (Red and Amber Status)

Quarter 2

(1st July – 30th September 2023)

Selected Measures (Red and Amber Status)

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

- CM9: High Risk SWVs contacted on time
- CM22: Immediate Response crewing availability
- CM23: Retained Duty System crewing availability
- CM25: Staff Sickness
- CM27: Eligible Operational Staff in Qualification

Core Measure 9: High Risk safe and well visit referrals contacted within 7 working days

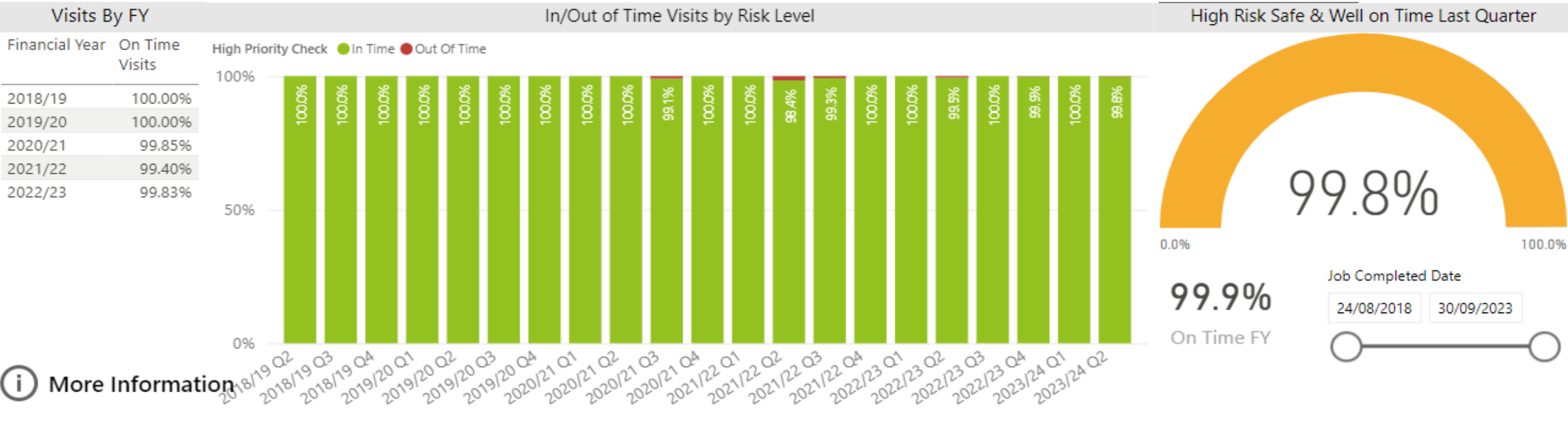
99.8% Q2
2023-24

Year
End Forecast
AMBER

The percentage of safe and well visit referrals for individuals assessed as high risk of dying or being injured in the event of a dwelling fire, contacted within 7 days.

Annual Target:
100% Green
98%-99.9% Amber
<98% Red

Service Owner:
Nathan Cross
Area:
Prevention



More Information

Commentary

In Q2 there were 627 customers who were assessed as having a high level of fire risk. All were contacted within 7 days and offered a visit. However, one customer was unable to receive a visit due to being in hospital. The case was correctly deferred on the system, however the 1st Attempted Contact date was not entered which triggered the job as out of time.

Actions

Treat: Additional training has been provided to the individual who made the administrative error to prevent future incidences. We will continue to monitor this as part of our ongoing quality assurance.

Core Measure 22: Full shifts where there is adequate crewing on all immediate response frontline fire engines

97.6% at the end of Q2 2023-24

Year End Forecast AMBER

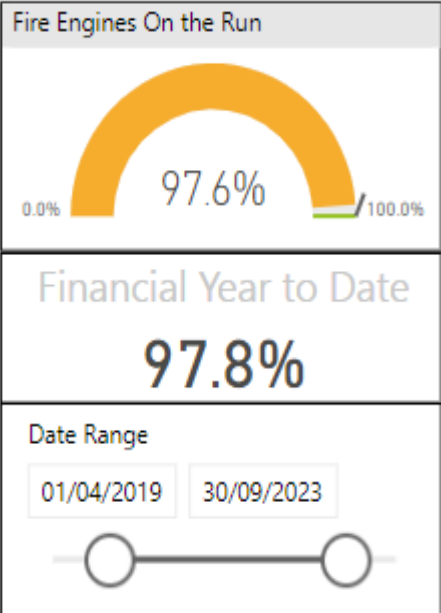
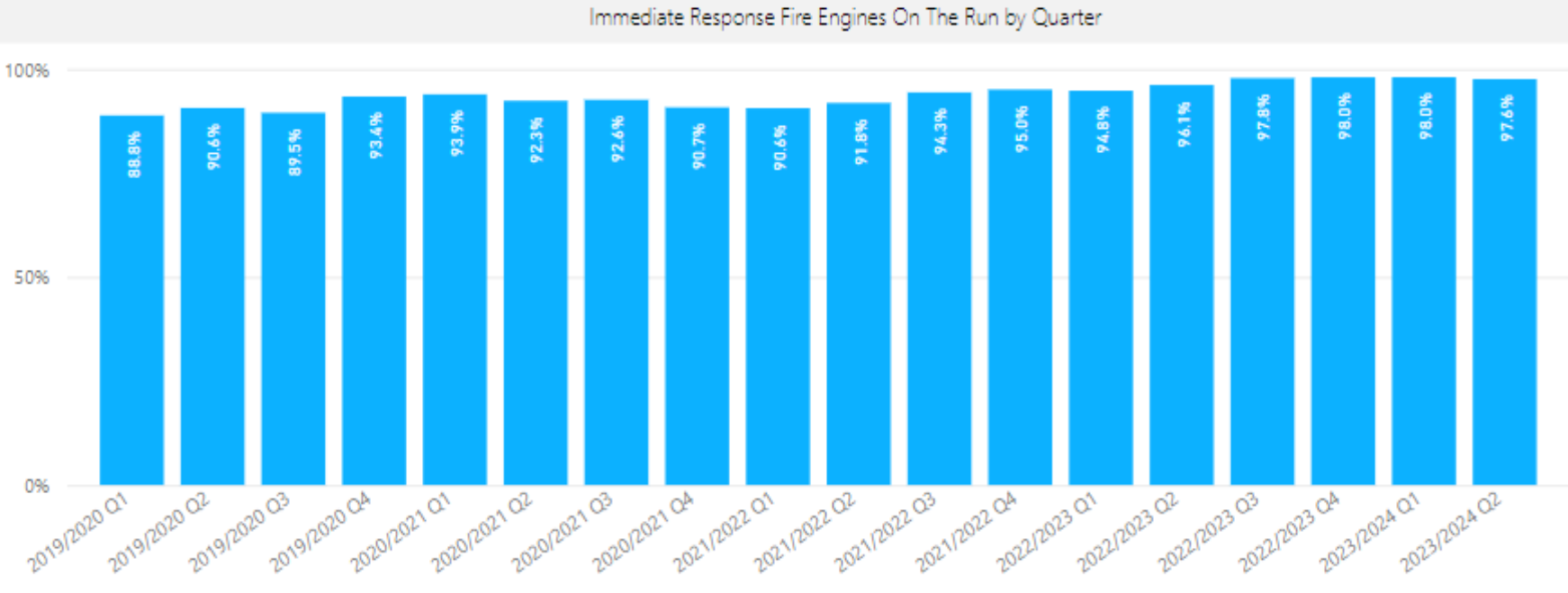
An immediate response frontline fire engine is available 24/7, 365 days a year. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of shifts (day or night) where there are sufficient minimum qualified fire fighters (4 personnel) on all immediate response fire engines.

Target:
100% Green
95% - <100% Amber
<95% Red

Service Owner:
Gary Ball
Area:
Service Delivery

Financial Year	Total
2019/2020	90.6%
2020/2021	92.4%
2021/2022	92.9%
2022/2023	96.8%

More Information



Commentary

We have experienced a slight drop in performance during quarter 2. We continue to ensure correct recording of availability is maintained on our Firewatch systems. During this quarter we have also experienced some data input errors that inadvertently could show an appliance inaccurately unavailable on our fire watch system.

Actions

Treat: We continue to ensure human errors with data input are reduced through our masterclass training sessions and Service Delivery Governance meetings. We are also continually improving and resolving interface issues between Firewatch and vision systems that display available fire engines and other resources.

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

43.5% at the end of Q2 2023-24

Year End Forecast 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.

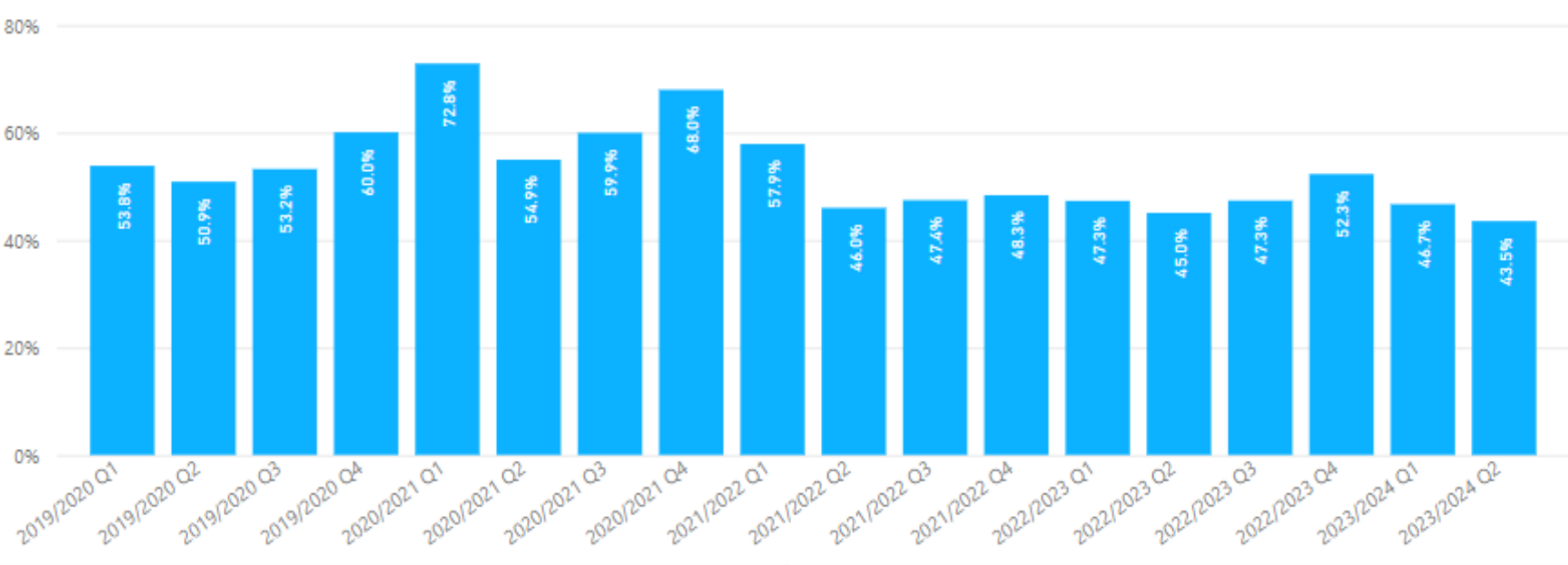
Target:
75% - 100% Green
65% - 74% Amber
<65% Red

Service Owner:
Gary Ball
Area:
Service Delivery

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

Financial Year	Total
2019/2020	54.5%
2020/2021	63.9%
2021/2022	49.9%
2022/2023	48.0%

More Information



Fire Engines On the Run

0.0% 43.5% 75% 100.0%

Financial Year to Date

45.1%

Date Range

01/04/2019 30/09/2023

Commentary

We have seen a slight decrease in our RDS availability this quarter which is consistent with historical patterns over the busy leave period. Compared to last year in Q2 this equates to a 1.6% decrease. Some additional wholetime staff we have previously been able to redeploy have been required to remain on their host station ensuring our wholetime fire engines remain available during the summer months. Our day crewed stations now available 7 days a week has enhanced our response times across the county, however this has subsequently meant retained availability at these stations during day time has seen some impact contributing to the drop in performance.

Actions

Treat: The sustainability of the Retained Duty System is a national issue and work across the sector chaired by our Area Manager for Service delivery has begun to gained traction. In Q3 we have commissioned an Audit on the Retained Duty System to highlight further areas requiring improvement. Specific retained surveys and focus groups with our staff have concluded and the results will filter into the Community Risk Management Plans operational response model design to maximise retained availability which will become a live project January 2024. Recruitment activity has been heightened with our support teams, targeting areas with an immediate need.

Core Measure 25: The proportion of staff not sick across all staff groups

94.2% at the end of Q2 2023-24

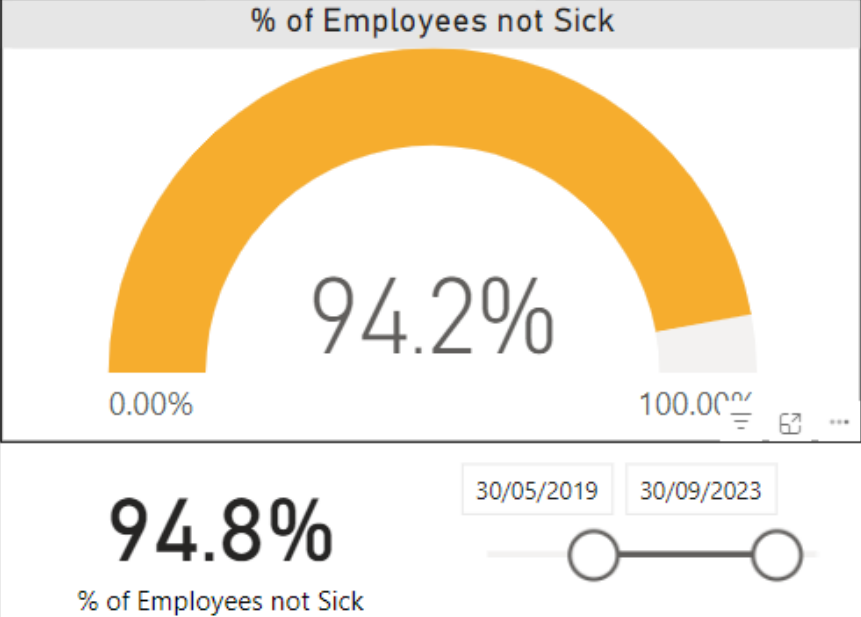
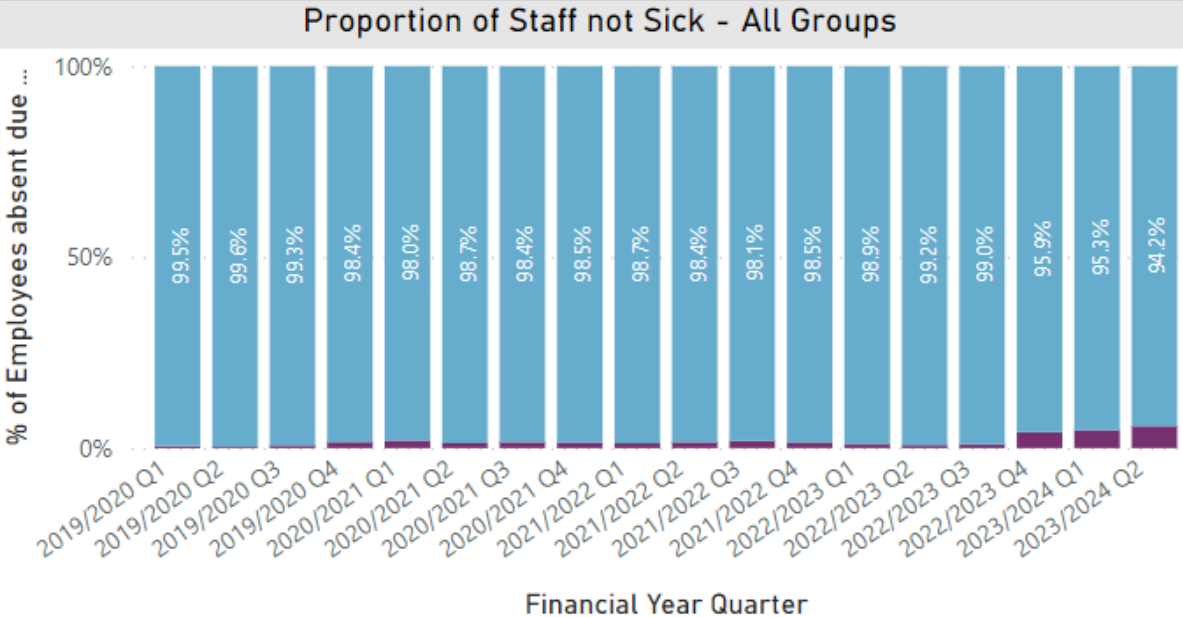
Year End Forecast AMBER

This measure examines the average percentage of staff who are not sick. All FRS employees are included in this measure, including support staff. Staff that are sick benefit from being managed in line with the Sickness Absence policy, ensuring the appropriate wellbeing and support is in place and medical advice is obtained as necessary.

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

Service Owner:
Catherine Walker
Area:
DOT

Financial Year	% of Employees not Sick
2019/2020	99.11%
2020/2021	98.41%
2021/2022	98.43%
2022/2023	98.26%
2022/2023 Q1	98.89%
2022/2023 Q2	99.24%
2022/2023 Q3	99.03%
2022/2023 Q4	95.85%
Total	98.52%



Commentary

The sickness target of 95% attendance has dipped into amber this quarter, which reflects both the sickness picture across WSCC and also the national absence rates, as reported by the CIPD in Sept 23. The CIPD noted that this is the highest level they have reported in over a decade and two days more than the pre-pandemic rate. Analysis of the WSFRS top sickness reasons in comparison to the national sickness reasons also shows the same correlation, where in both instances, absences are due to Musculo-skeletal and mental ill-health reasons. Managers and HR continue to support colleagues with strong levels of communication and pastoral support when they are unwell and we continue to build a culture whereby staff engage with the absence management processes to return to work in a safe and timely manner.

Actions

Treat: Greater emphasis on 'Return to work' interviews being placed by HR team, and an improvement in signposting to this process in the 'booking sick' eform is being implemented, alongside work to include the 'return to work' widget in Firewatch.

The leadership programme modules are providing further support. In October 2023 modules are on 'Managing Absence' to remind managers of the policy and their responsibilities. In Nov 23, modules are on 'Managing team's wellbeing', to remind and share expertise and experience on supporting colleagues.

All sickness cases continue to be reviewed monthly by managers and HR to ensure these are being progressed in a timely manner and staff are able to return to work safely and with the appropriate support/adjustments.

Core Measure 27: Eligible operational staff in qualification

93% at the end of Q2 2023-24

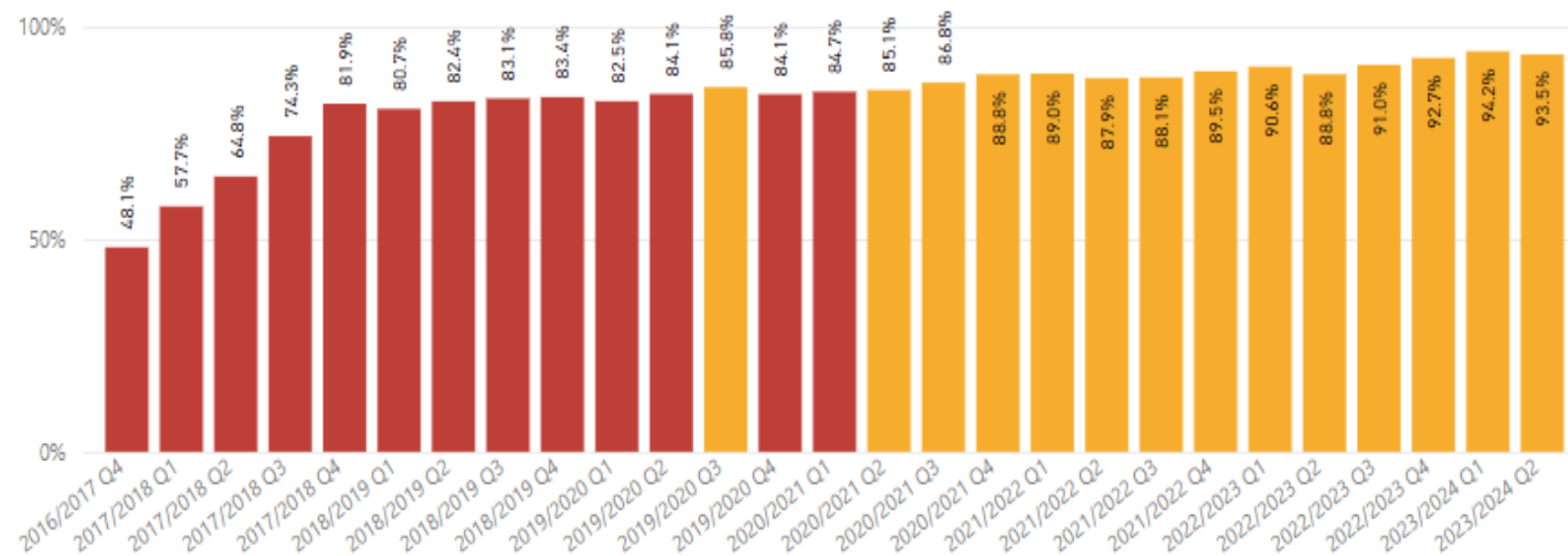
Year End Forecast AMBER

This measure examines the average percentage of operational staff (Station Managers, Watch Managers, Crew Managers and Firefighters) who have current qualifications in the use of breathing apparatus, emergency response driving and incident command (outlined in the 8 core areas of the Fire Professional Framework) as required by their role. This measure includes Retained firefighters who are in training, but who have not yet completed their Breathing Apparatus qualification. TRU staff and staff who are long term sick, on secondment, maternity leave, compassionate leave, unpaid leave or alternative duties are excluded from this measure.

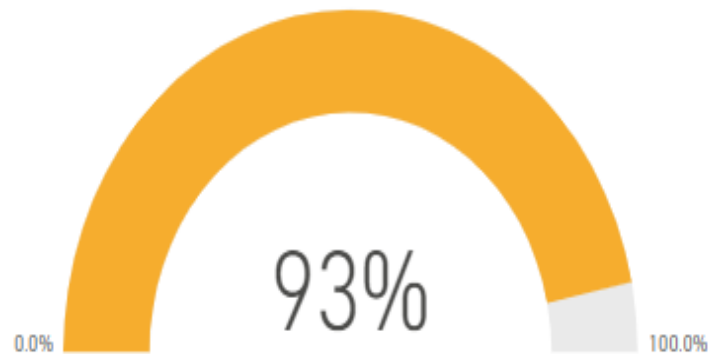
Annual Target:
>95% Green
85% - 95% Amber
<85% Red

Service Owner:
Catherine Walker
Area:
DOT

% of operational staff in qualification by Financial Year Quarter



% of operational staff in qualification



Date

01/01/2017

30/09/2023

Commentary

Work and support continues with station management teams to improve this, from both Operational Training & Service Delivery Support, and to ensure data is accurate and up to date.

This measure includes Retained Firefighters who are in training and have not yet undertaken their Breathing Apparatus training. These individuals account for 2% of this measure.

Actions

Treat: Service Delivery continue to embed the monthly training plan, Firewatch master classes and continued communications with specific Station Managers whose stations are under-performing.

Further improvements continue to be made to improve the data held on individuals.