

West Sussex Fire and Rescue Service Performance Report Quarter 3 2025/26

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Strategic Performance Board Quarterly Report

Quarter 3 2025-2026

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, CRMP 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 October – 31st December 2025



Cabinet Member Summary

This quarter, development of the new Community Risk Management Plan (CRMP) continued with analysis of the CRMP consultation. The new plan, to be presented in Quarter 4, will cover 1 April 2026 to 31 March 2030.

The service continues its focus on developing people, with managers completing NFCC Supervisory and Leadership Development Programme (Foundation Chartered Manager Level 3), and NFCC Middle Leadership Programme (Foundation Chartered Manager Level 5). This is a huge achievement alongside their demanding roles and ongoing work on the new Community Risk Management Plan and Devolution.

In November, the service held its Recognition and Achievement Awards Ceremony at Arundel Castle, celebrating our long-service medal recipients and award winners. Twenty-four Long Service and Good Conduct Medals were presented for 20, 30 and 40 years of service, along with ten Commendation Awards for exceptional public service. A special highlight was the Lord Lieutenant presenting Andy Horner with the British Empire Medal on behalf of King Charles III, recognising over 50 years of service to WSFRS.



Chief Fire Officer Summary

Devolution has been a key focus this quarter with the service being represented at the Devolution delivery Board, chaired by Interim Chief Executive for the Mayoral Combined Authority (MCA), Mark Rogers, as we begin preparing for transition to the new authority. We are also working with the MHCLG Fire Governance Policy team, who will support us through disaggregation and Devolution.

Significant progress has been made on fleet projects; the appliance contract for six new Medium Pumping Appliances was awarded to Emergency One in October 2025, with delivery expected around December 2026. The tender for eight new dual-role Off-Road Wildfire/Wade Light Pumping Appliance, replacing the Steyr Super Gs is underway, with completion expected in early February 2026. We have also exchanged contracts with Emergency One for a new Incident Command Unit, delivered as part of a three-service collaboration with East Sussex and Surrey FRSs. All units will share a consistent structure and layout to enhance interoperability, and Excelerate Technologies will lead on IT integration.

ACFO Andy Piller attended the National Fire Chiefs Council On-Call Practitioners Group, hosted by Nottinghamshire FRS. Representatives from more than 20 services shared best practice on recruitment, retention, wellbeing, flexible duty systems, training, and community engagement.

It has also been a busy training period. Chichester crews completed a joint training day delivered by SECamb's Special Operations Response Team, that focused on CBRNe (Chemical, Biological, Radiological, Nuclear, and Explosive) and strengthening inter-agency working and operational effectiveness. Crawley and Horsham crews undertook live fire training with Gatwick Fire and Rescue Service and joint exercises with the SECamb HART Team in the tunnels at the Gatwick Make Ready Centre.

Performance Summary

At the end of Quarter 3, 25 of the core measures had a GREEN status, 4 were AMBER and 1 was RED.

Of the 2 measures that were RED last quarter:

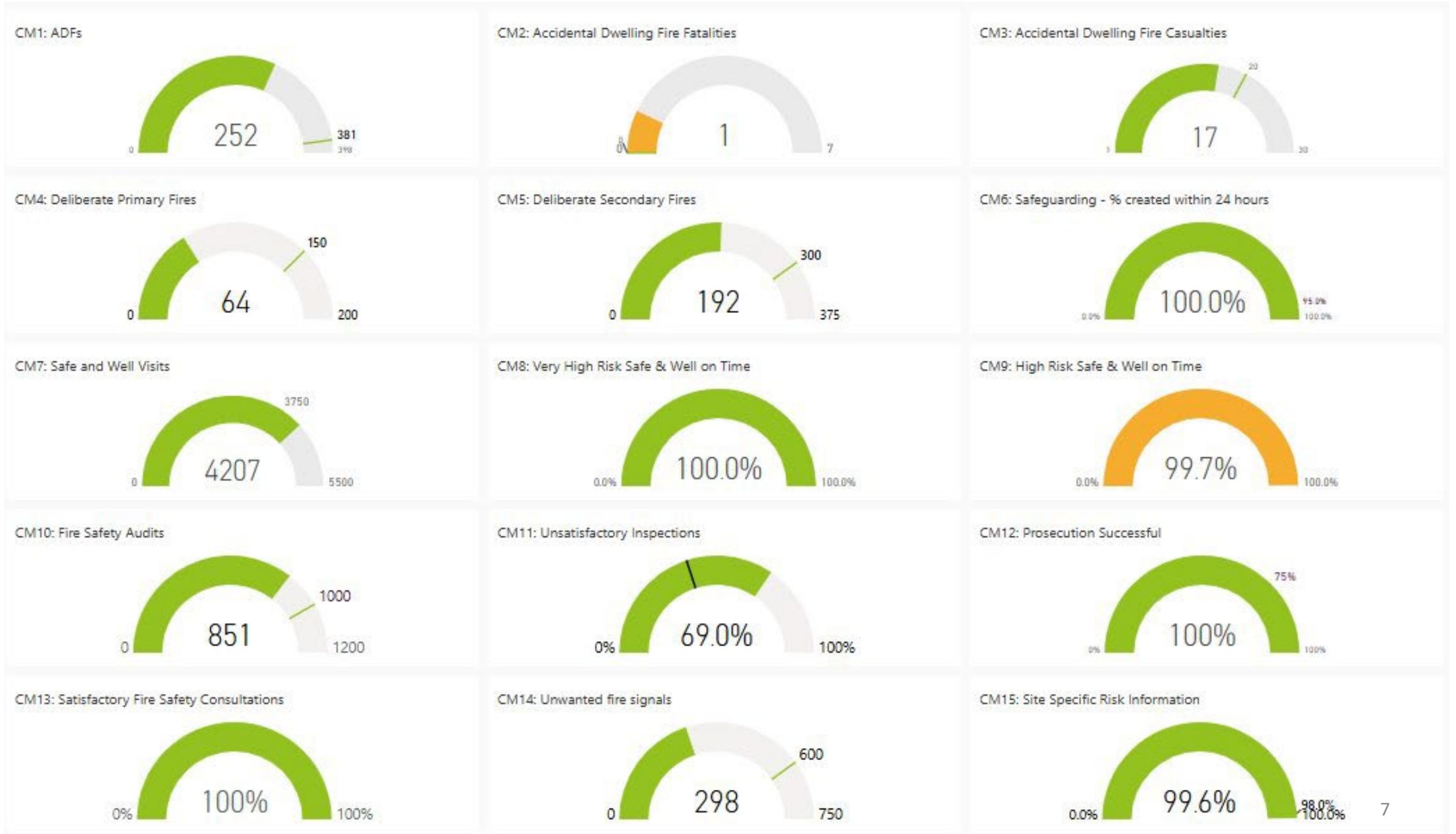
- % of emergency calls answered within 10 seconds by Joint Fire Control has improved in performance and returned to GREEN status
- % RDS Crew Available has improved slightly but remains RED in status

Of the 3 measures that were AMBER last quarter:

- The number of Accidental Dwelling Fire deaths remains AMBER. There have been no further fatalities in Q3, but this is an annual cumulative measure.
- Whole Time Crewing Availability remains AMBER. Performance figures have increased slightly due to improvements in the accuracy of the data set used to report the performance.
- 100% of Health and Safety Risk assessments are within date. The measure has returned to GREEN status.

Of the 18 comparable measures that were GREEN last quarter, 6 measures showed a decline in performance and 5 an improvement. % of High Risk Safe and Well Referrals contacted within 7 working days moved to AMBER status, as did % of Eligible Operational Staff in Qualification.

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: 999 calls answered on time



CM17: Time to alert



CM18: Time to Inform L2



CM19a: Critical Incidents - First Appliance Attendance



CM20a: Critical Incidents - Second Appliance Attendance



CM21a: All Incidents - First Appliance Attendance



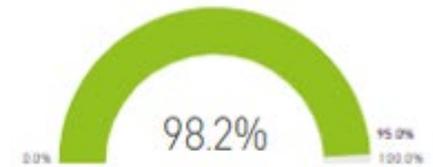
CM22: Immediate Response Availability



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 3

(1st October – 31st December 2025)

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

- CM8: % Very High Risk Safe and Well Visit Referrals Contacted within 1 working day
- CM14: Number of Unwanted Fire Signals (false alarms) from fire alarm systems in non-domestic premises.
CM19a: First Fire Engine Attendance time to critical incidents
- CM29: % Health and Safety Risk Assessments in date

Core Measure 8: Very high risk safe and well visit referrals contacted within 1 working day

100% in Q3 2025-26

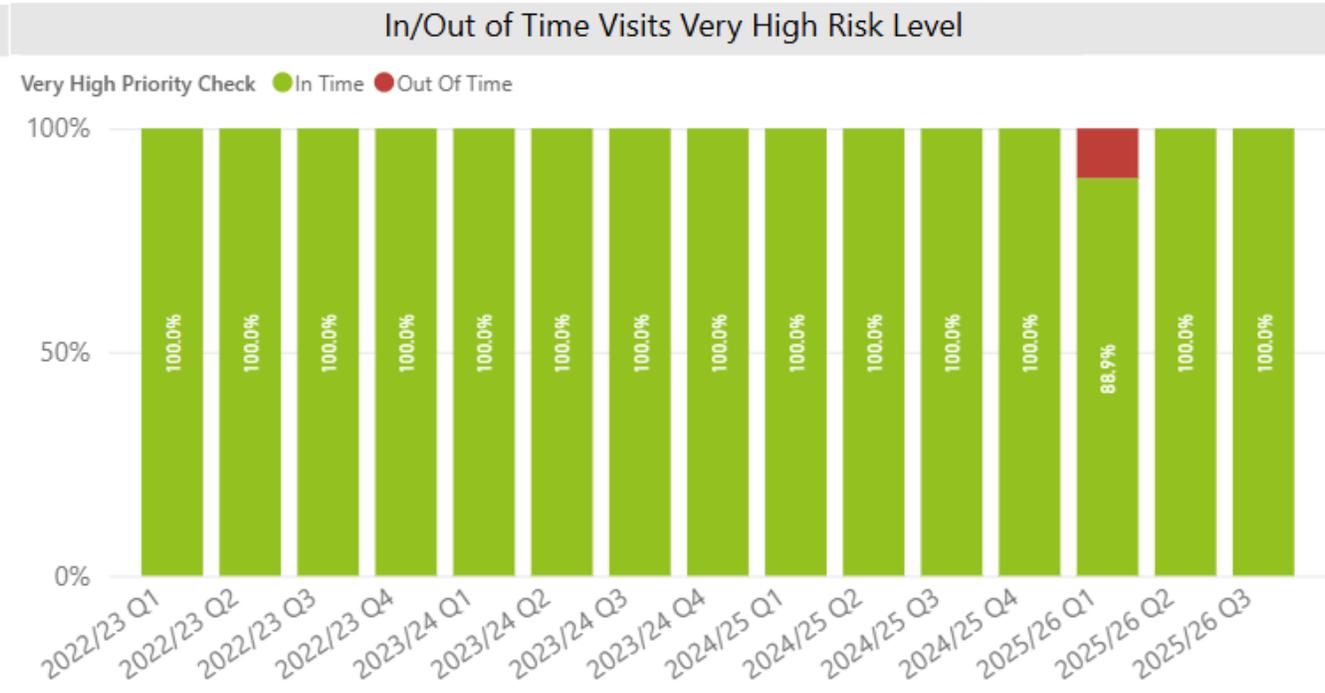
Year End Forecast RED

The percentage of safe and well visit referrals for individuals assessed as very high risk (including where there has been a threat or incidence of arson) contacted within 1 working day. Target is 100% completed on time.

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

Service Owner:
Nathan Cross
Area:
Prevention

Visits by FY	
Financial Year	VeryHighPercent
2022/23	100.00%
2023/24	100.00%
2024/25	100.00%
Total	100.00%



96.30%
On Time FY

[More Information](#)

Commentary
In Quarter 3 there were 12 customers who were assessed as having a very high level of fire risk, this is slightly higher than similar periods in previous years. All 12 were contacted within 1 day and offered a visit.

Actions
Monitor: Customers with very high levels of fire risk will continue to be a priority. Our processes for responding to those most in need are well established and we will continue to monitor performance through our quality assurance and evaluation frameworks.

Core Measure 14: The number of unwanted fire signals (false alarms) from fire alarm systems in non-domestic premises.

298 at the end of Q3 2025-26

Year End Forecast GREEN

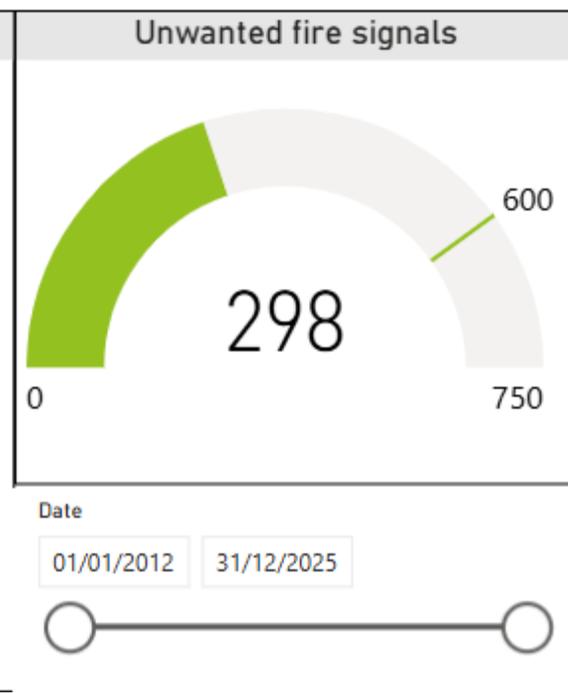
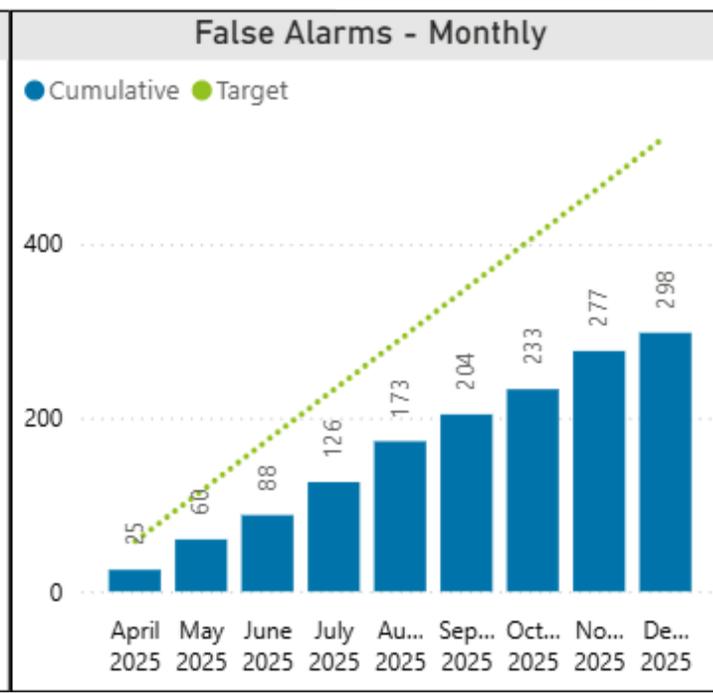
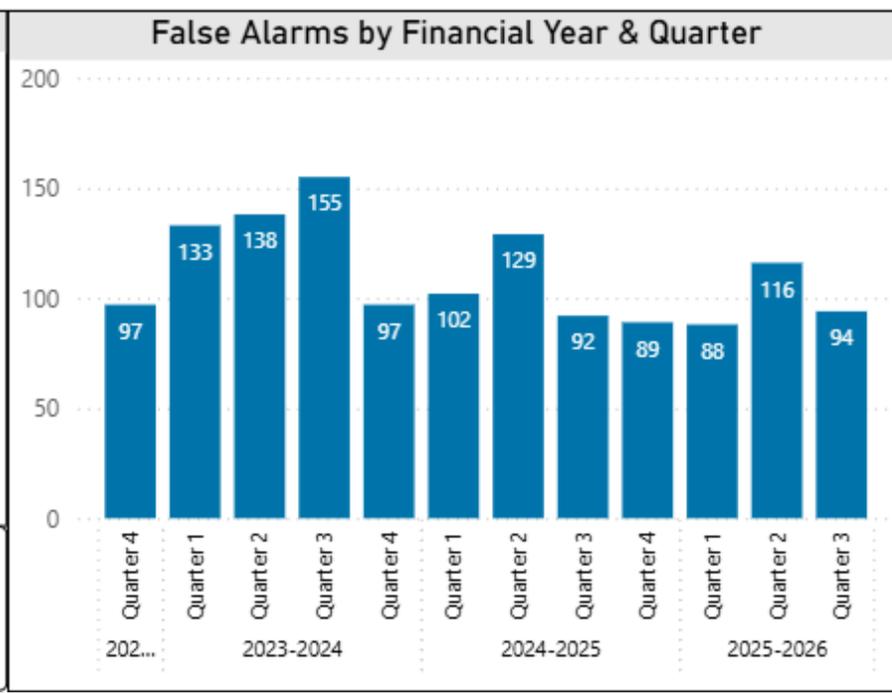
This measure records the number of incidents to which at least one fire engine was sent where the origin of the call was an automatic fire alarm (AFA) system, the property type was non-residential or other residential and the incident was recorded as a False Alarm. AFA data is analysed monthly, with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

Annual Target:
 <600 Green
 600-650 Amber
 >650 Red

Service Owner:
Dave Bray
 Area:
Protection

Financial Year	No. of Incidents
2016-2017	1607
2017-2018	1645
2018-2019	1606
2019-2020	1675
2020-2021	1476
2021-2022	1603
2022-2023	1305
2023-2024	523
2024-2025	412

Additional Information



Commentary
 The number of unwanted fire signals for quarter 3 of this year is broadly in line with the performance during the same quarter last year. This equates to approximately only one unwanted fire signal being attended in a non-domestic premises each day of the quarter, across the entire service.

Actions
 Tolerate and monitor: This effective management of our call challenge policy by our Fire Control colleagues continues to support our Service Delivery teams to spend their time more efficiently by focussing their activity on community LRMP objectives as well as undertaking essential training to maintain their competencies.

Core Measure 19a: Critical Fires – First Appliance Attendance

Average of 9 min 34 secs in Q3 2025-26

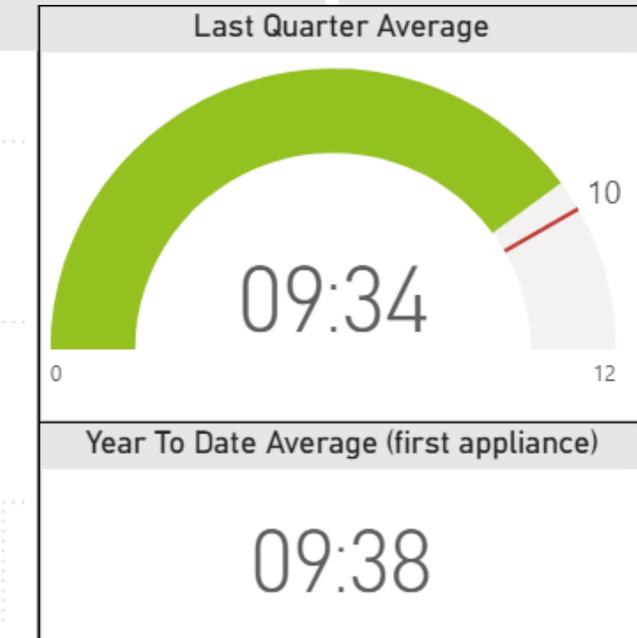
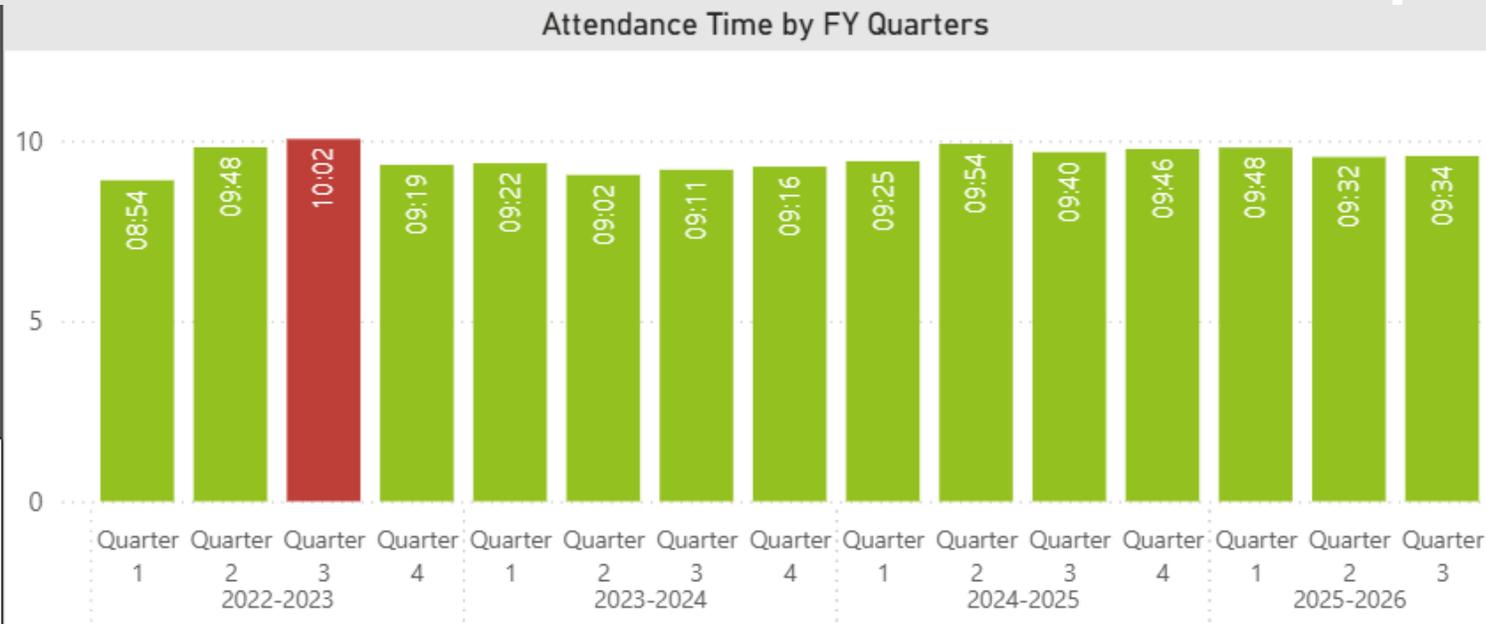
Year End Forecast GREEN

This measure examines the average time taken between an emergency call being answered and the first fire engine arriving at the scene of a critical incident. A critical incident is defined as an incident that poses significant risk to people or property, such as a building fire, road traffic collision or other life-threatening emergency.

Target: Average first fire engine attendance time to a critical incident
 <=10 mins Green
 >10 mins Red

Service Owner: **Adrian Carter**
 Area: **Service Delivery**

Financial Year	Average Attendance
2022-2023	09:32
2023-2024	09:13
2024-2025	09:42



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

Commentary
 In the second quarter of implementation of the new Emergency Response Standards, this measure continues to perform well. These standards are now embedded across the service, and we continue to focus on these performance measures. Analysis has shown that we achieve our fastest response times to fires in higher risk areas, evidencing that our resources are focussed in the correct locations. The Dynamic Cover Tool has also been effective here.

Actions
 Tolerate and monitor: Continue to monitor the impact of our Emergency Response Standards through Service Delivery Governance meetings. Continue to concentrate our LRMP activities in areas of risk.

Core Measure 29: Percentage of Health and Safety Risk assessments within date

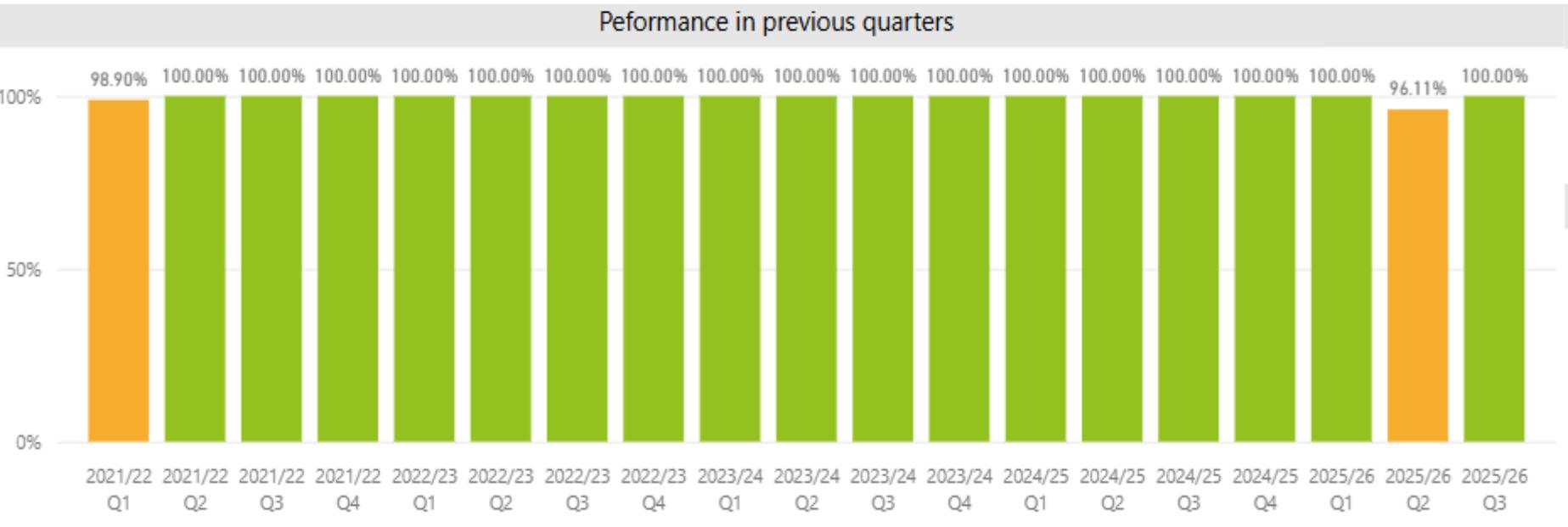
100% at the end of Q3 2025-26

Year End Forecast AMBER

WSFRS are required by law to complete risk assessments under the Health and Safety at Work Act 1974. The required period is either every 3 years for risk critical documents, 5 years for non-risk critical documents, or when there has been an update or change, for example in legislation. This measure examines the percentage of risk assessments currently in date.

Target:
100% Green
>=95% Amber
<95% Red

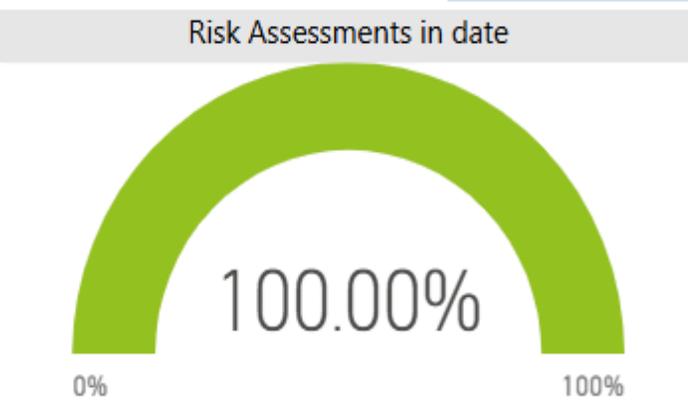
Service Owner:
Richard Abbot
Area: **OTS&P**



Year End Forecast

AMBER

Target
100% Green
>95% Amber
<95% Red



Commentary
35 Health and Safety Risk Assessments were due for review in Q3. These have all been completed within the required timeframes.

Actions
Treat: Health and Safety will continue to manage the risk assessment database and ensure all risk assessments under review are completed within the given timeframes

Selected Measures (Red and Amber Status)

Quarter 3

(1st October – 31st December 2025)

Selected Measures (Red and Amber Status)

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

- CM9: % High Risk Safe and Well Visits contacted within 1 working day
- CM22: Adequate crewing at all wholetime stations
- CM23: Adequate crewing at all retained stations
- CM27: % Eligible operational staff in qualification

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

99.7% Q3 2025-26

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. This measure excludes referrals for whom contact has been attempted but the individual is not living in their own home at the time of referral (e.g. hospital stay). Such individuals will be contacted after they return home.

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

Service Owner:
Nathan Cross
Area:
Prevention

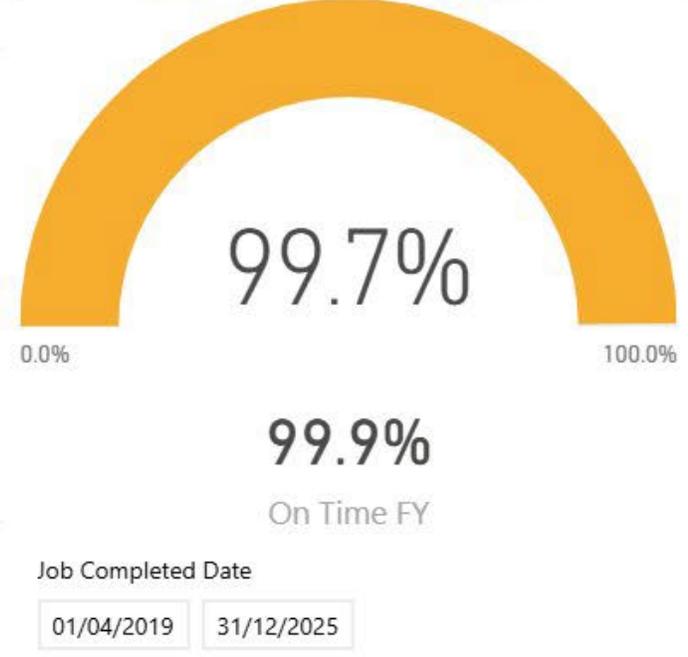
Visits By FY

Financial Year	On Time Visits
2018/19	100.00%
2019/20	100.00%
2020/21	99.85%
2021/22	99.40%
2022/23	99.83%
2023/24	99.96%
2024/25	99.86%

Out of Time Visits by Risk Level



High Risk Safe & Well on Time



[More Information](#)

Commentary

A total of 594 customers were identified as having a high level of fire risk in Quarter 3. Of these, 99.7% were contacted within 7 days and offered a visit. Two were contacted slightly outside of the seven day period, however both these customers did receive a Safe and Well Visit within two weeks.

Actions

Treat: Customers with high levels of fire risk will continue to be a priority. Our processes for responding to those most in need are well established and we will continue to monitor performance through our quality assurance and evaluation frameworks. Where mistakes are identified we will engage with those staff members to help develop their understanding.

Core Measure 22: % Shifts where there is adequate crewing at wholetime stations

99.5% at the end of Q3 2025-26

Year End Forecast AMBER

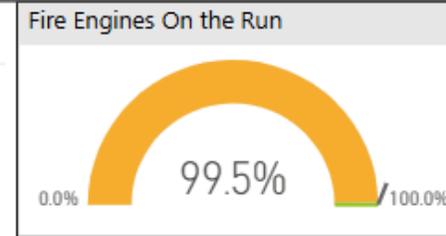
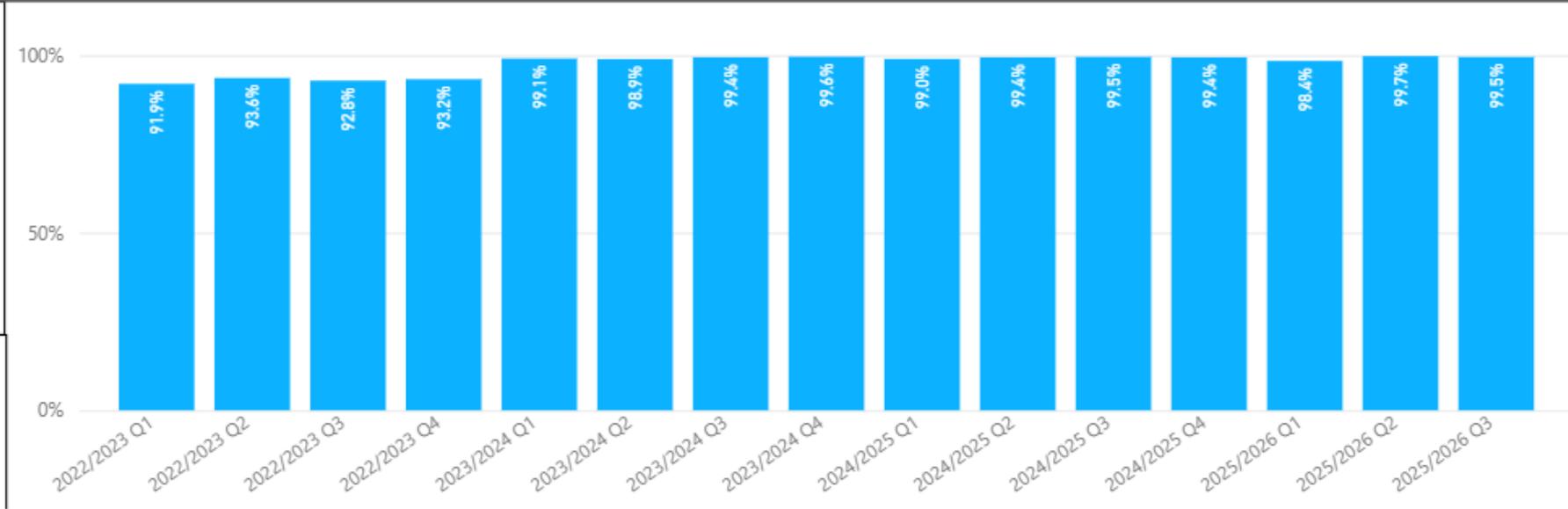
A wholetime station operates under a crewing system which provides sufficient firefighters for a frontline fire engine to be available 24/7, 365 days a year. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of shifts (day or night) where this has been achieved.

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

Service Owner:
Adrian Carter
Area:
Service Delivery

Immediate Response Fire Engines On The Run by Quarter

Financial Year	Total
2022/2023	92.9%
2023/2024	99.2%
2024/2025	99.3%



Financial Year to Date

99.2%

Date Range

01/04/2022 31/12/2025

More Information

Commentary
Continued monitoring of our data sets and communications with our teams to ensure that our availability IT platform accurately reflects fire engine availability has ensured we maintain performance levels.

Actions
Treat: Continue to review data through our Service Delivery governance process, focussing on areas for improvement and addressing any issues caused by human error.

Core Measure 23: Adequate crewing at all retained stations

40.1% at the end of Q3 2025-26

Year End Forecast RED

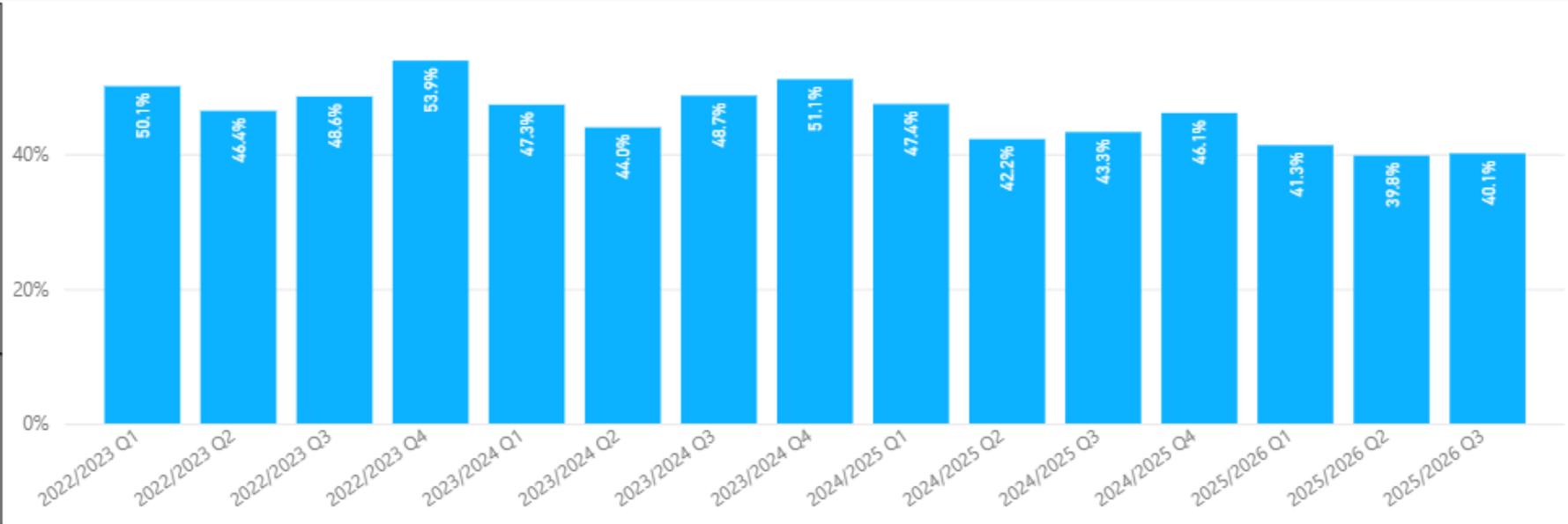
Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of hours where there are sufficient minimum qualified fire fighters (four personnel) on retained fire engines.

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

Service Owner:
Adrian Carter
Area:
Service Delivery

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

Financial Year	Total
2022/2023	49.7%
2023/2024	47.8%
2024/2025	44.7%
2025/2026	40.4%



Fire Engines On the Run

40.1%

Financial Year to Date

40.4%

Date Range

More Information

Commentary
There has been a slight improvement in performance since the previous quarter. A number of staff who were out of qualifications for Incident Command have successfully revalidated and are now operationally available to command incidents.

Actions
Treat: Continue to monitor availability through IT platforms and address issues through Service Delivery governance in order to maximise our availability across the county. Taking forward actions from the strategic gap analysis of the National Research Project Report and implementation of our 3.5 project workstreams will remain a focus for Q4.

Core Measure 27: Eligible operational staff in qualification

94.1% in Q3 2025-26

Year End Forecast AMBER

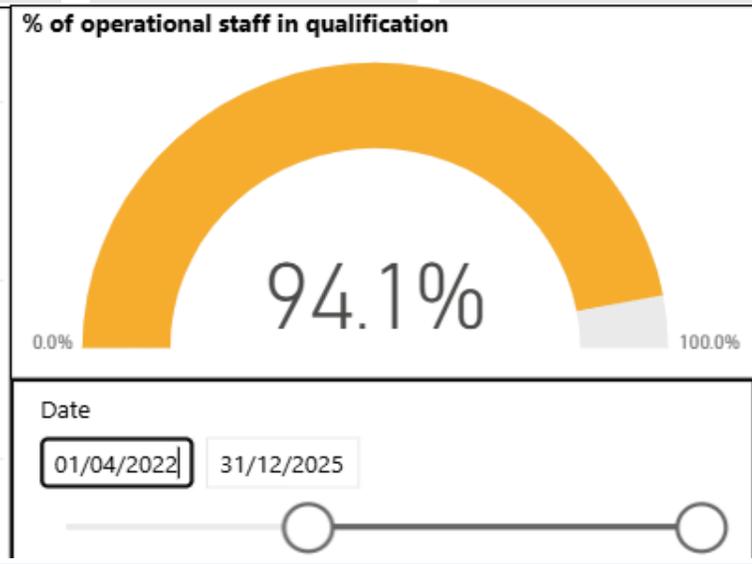
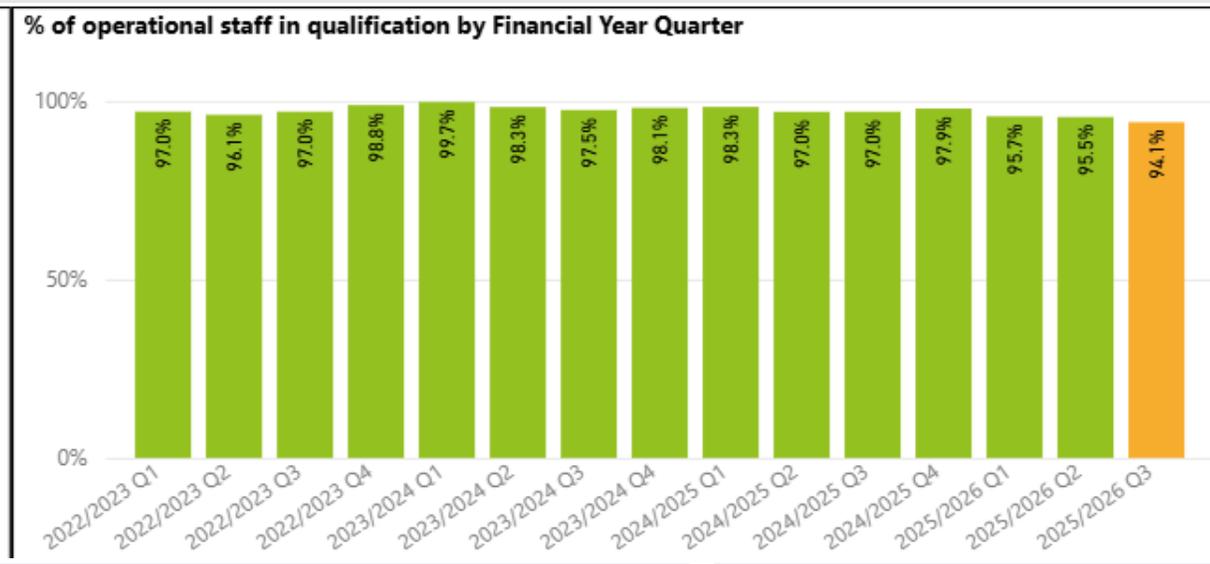
This measure examines the average percentage of operational staff (Station Managers, Watch Managers, Crew Managers and Firefighters) who have current qualifications in the use of breathing apparatus, emergency response driving and incident command (outlined in the 8 core areas of the Fire Professional Framework) as required by their role. This measure does not include 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 also excluded from this measure.

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

Service Owner:
Richard Abbot
 Area:
OTS&P

Previous Performance

Financial Year	% Employees Qualified
2022/2023	99.16%
2023/2024	98.93%
2024/2025	97.64%
Total	97.99%



Commentary
 Operational Training, Safety and Preparedness, continues to work with the Data Analysis and Reporting Team as well as Service Delivery Station managers to support this measure. Though there has been as small improvement since quarter 2. This has not been enough to make this measure green. Collaborative work will continue to ensure that the Service is able to ensure that it's staff are within qualification for all required competencies.

Actions
 Treat: Service Delivery continue to embed the monthly training plan 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' competency.