

## **COMBINED FIRE AUTHORITY**

**19 MARCH 2019**

### **PERFORMANCE REPORT – QUARTER THREE 2018/19**

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#### **REPORT OF AREA MANAGER, COMMUNITY RISK MANAGEMENT**

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##### **Purpose of the report**

1. This report presents a summary of organisational performance at the end of the third quarter of the 2018/19 financial year.

##### **Background**

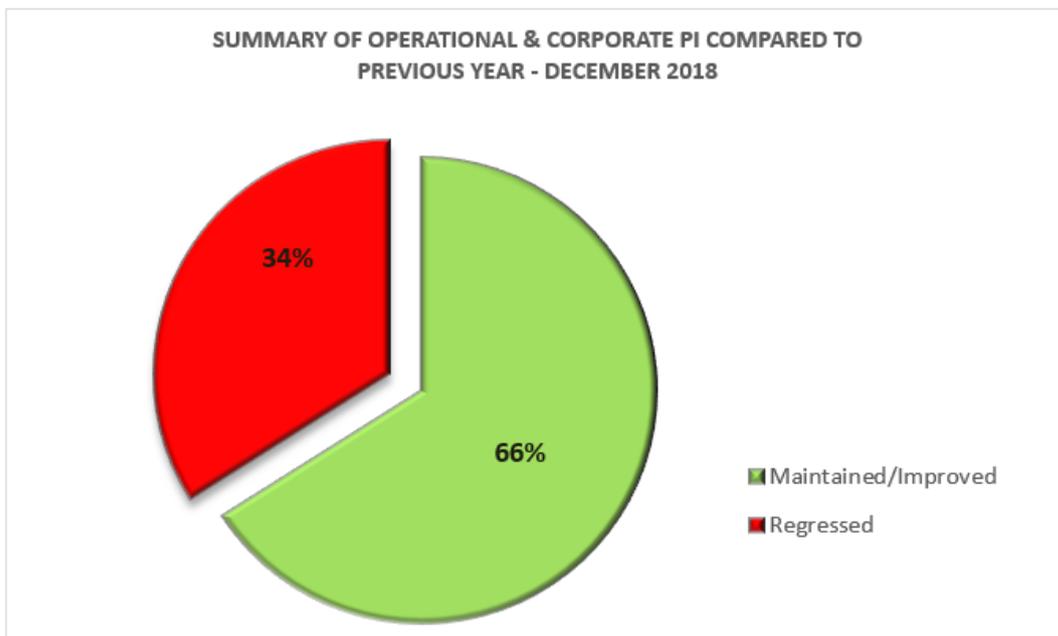
2. Both operational and corporate performance is monitored and managed internally via the monthly Performance & Programme Board (PPB) and Service Leadership Team (SLT) forums. Members of the Combined Fire Authority (CFA) consider performance on a quarterly basis at meetings of the Performance Committee and the full CFA.
3. A comprehensive suite of performance indicators (PIs) are employed to measure both operational and corporate performance. Targets are set on an annual basis against SMART criteria and take account of longer-term trends and the potential for spikes in performance.
4. This robust approach to performance management enables action to be taken at an early stage if performance is not meeting expectations and provides assurance that resources are being directed towards the areas of greatest risk.
5. In addition to setting a target level for relevant PIs, the Service also employs a system of tolerance limit triggers that allow under or over performance to be highlighted to the PPB when the PI goes beyond set tolerances, which vary depending on the indicator. Each PI has a total of four tolerance limit triggers; two each for both under and over performance.
6. Performance is presented from two perspectives: by comparison against the annual target levels, and by comparison with performance at the same point last year.

##### **Overview of performance across all indicator categories**

7. The tables overleaf provide an overview of how key performance indicators were performing at the end of quarter three 2018/19, across both operational and corporate areas of the Service.
8. The first pie chart over the page shows that 68% of the strategic PIs met or exceeded their target level.



9. The next chart below shows that 66% of the strategic PIs either maintained or improved when compared to performance last year.



**Performance reporting by exception**

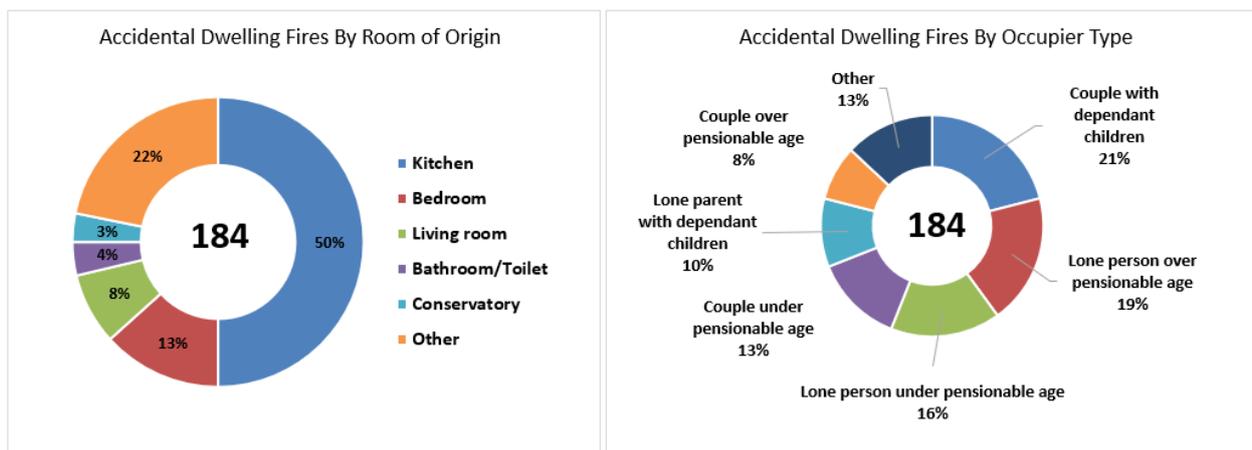
10. The following sections of the report present details of specific operational and corporate indicators where performance was notably strong or where additional work is required to secure improvement. An explanatory narrative is provided for each PI group along with information about how performance compares to the annual target and the previous year.

## Prevention

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
PI 01 - Deaths Arising from Accidental Fires in Dwellings	Down	1	0	-100%	0	-100%
PI 02 – Primary Fires	Down	792	716	-10.6%	840	+5.7%
PI 03 – Number of Accidental Dwelling Fires	Down	184	179	-2.8%	172	-7%
PI 04 - Injuries Arising from Accidental Dwelling Fires	Down	10	16	+37.5%	14	+28.6%
PI 05 - Total Secondary Fires	Down	2259	1850	-22.1%	2312	+2.3%
PI 07 – Number of Safe & Wellbeing Visits	Up	15539	13517	+15%	15365	+1.1%
PI 42 - Proportion of Safe & Wellbeing Visits to High Risk People/Properties	Up	83.4%	80%	+4.2%	81.4%	+2.4%

### Home safety indicators (PIs 01, 03, 04, 07 & 42)

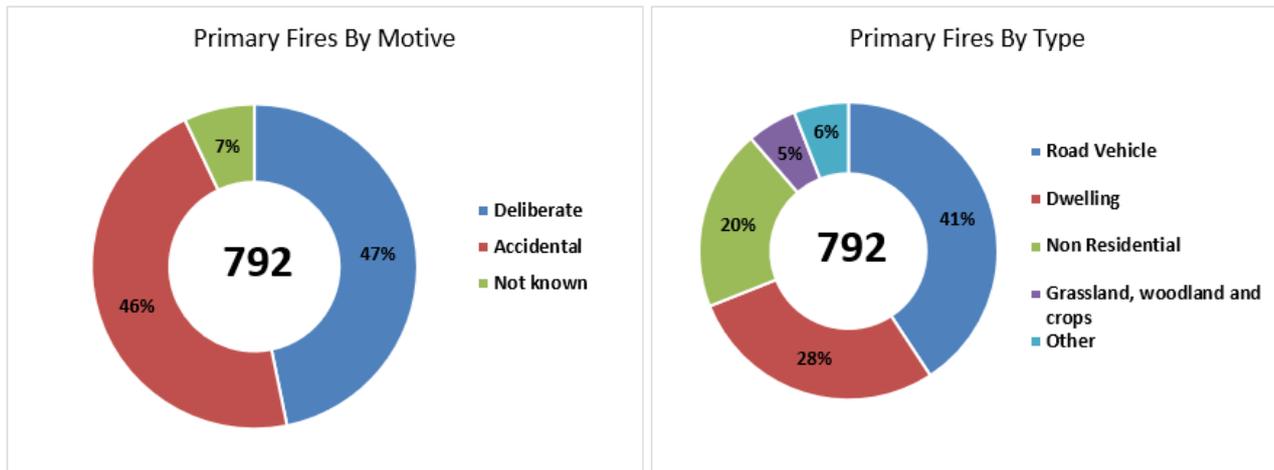
There is one confirmed fatality from an accidental dwelling fire (ADF) in June 2018 which involved a 76yr old female and the coroner has confirmed the cause of death was due to smoke inhalation. There have been two further fatalities, one in December 2018 involving a 7yr old girl and one in January 2019 involving a 55yr old man, both incidents are still waiting to go to inquest. There is commonality in that the source of ignition in all three incidents were attributable to smoking materials. The fire risk from smoking materials will be promoted via social media and emphasised by crews and Community Risk Officers during Safe and Wellbeing Visits (SWVs) and referrals made for support with smoking cessation where the resident consents. There were also seven ADF injuries during Q3, three were cooking related, two were due to candles and two were smoking related. Although the number of injuries in Q3 was higher than other quarters, the overall total of 10 is still performing better than predicted and better than the previous year.



Half of the ADFs this year are still starting in the kitchen and are cooking related; Darlington and Peterlee had the highest number during this quarter followed by Bishop Auckland. The Performance and Programme Board are calling in those districts with higher rates of ADFs to look at what additional support can be provided to improve performance in these areas. There are also two main occupier types involved in these fires, these being people who live alone or parents with children. The Service's risk targeting tools for our SWVs uses National Health Service Exeter data for those who are over 65 years old and census data for the occupancy of the property, this ensures that the District Management teams (DMTs) can proactively target resources and SWVs based on those most at risk and continually develop their local risk profile. The Community Risk Management (CRM) team continue to work with both the DMTs and the Communications team to promote home safety with the focus being on the kitchen and the fire risk from smoking materials. The ADF campaign continues to run and Flamin Nora is being used to promote home safety messages. The SWVs are currently being reviewed in terms of their content with a plan to further enhance information on kitchen safety. Moving

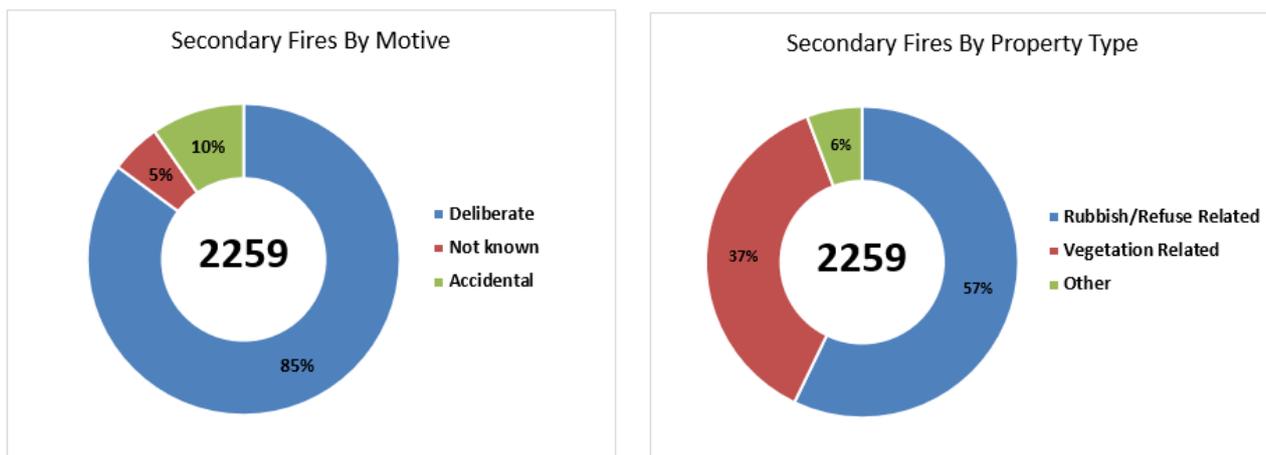
forward CRM will be developing home safety videos linked to the prevalent areas of concern that can be shown during SWVs.

### PI02 – Primary fires



There were 123 deliberate primary fires (DPFs) during this quarter compared to 143 this time last year. Peterlee had 32, 24 of which were vehicles, Consett had 18, 11 of which were vehicles and Bishop Auckland had 12 with 8 of these also vehicles. The trend of deliberate vehicle fires remains at a high level which is why the CRM and DMTs are working closely with the police to understand the criminality aspect of these incidents as well as gain a better understanding of any trends that are occurring. The CRM team are meeting with DMTs monthly to discuss issues with arson and how they can assist with prevention. The second main category for primary fires involves accidental dwelling fires which is covered in the comments above.

### PI05 – Secondary Fires



Darlington has seen an increase in deliberate secondary fires which is linked to an increase in fly tipping. The CRM Arson Reduction team have established links with Street Scene (Darlington) and Durham County Council who have contracts for removing fuel.

The Community Risk Officers (CRO) and Emergency Response crews have been gathering intelligence on fly tipping and are reporting it direct to the Local Authorities as they encounter it. CRM have also created an arson reduction email for the referral of information and intelligence to them that may assist in the identification of trends.

During October and November bonfire night and fireworks campaigns were delivered by the districts, this was supported by the CRM Arson Reduction team creating a new SharePoint page to supply central resources

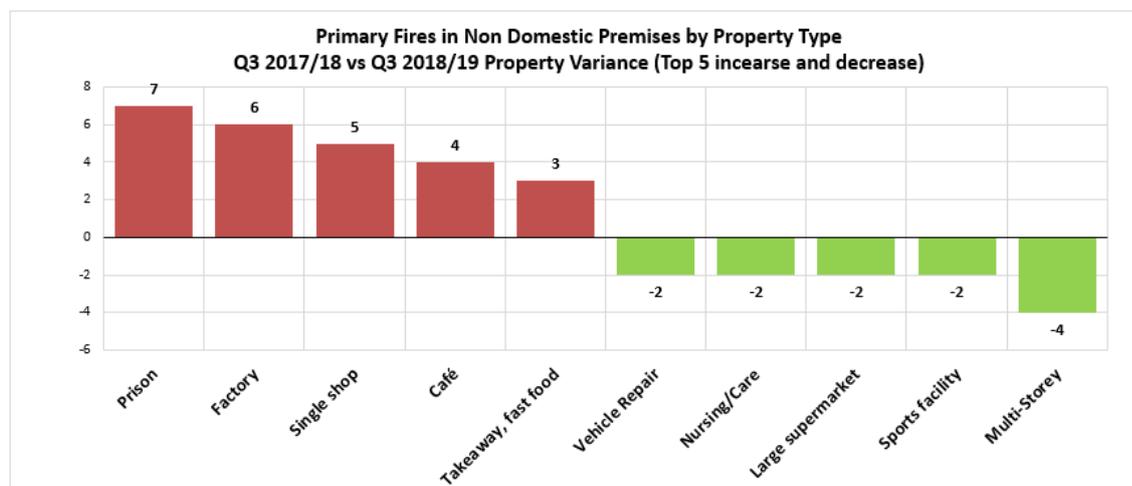
where personnel could download presentations and videos to deliver to schools in the immediate build-up to the bonfire and firework period, which delivered a consistent message across all districts. This is an on-going programme and will be developed further.

The DMTs in their respective areas continue to address localised problems with partners and via the multi-agency problem solving (MAPS) process. Of note we have seen an improved position in the Easington district with a good reduction in the numbers of deliberate secondary fires at the end of Q3 against the same point last year.

## Protection

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
PI 10 - Primary Fires in Non-Domestic Premises	Down	70	62	-12.9%	53	-32.1%
PI 14 - False Alarms Caused by Automatic Fire Detection Equipment	Down	654	587	-11.4%	609	-7.4%
PI 17 – Number of Fire Safety Audits	Up	1641	1619	+1.4%	1619	+1.4%

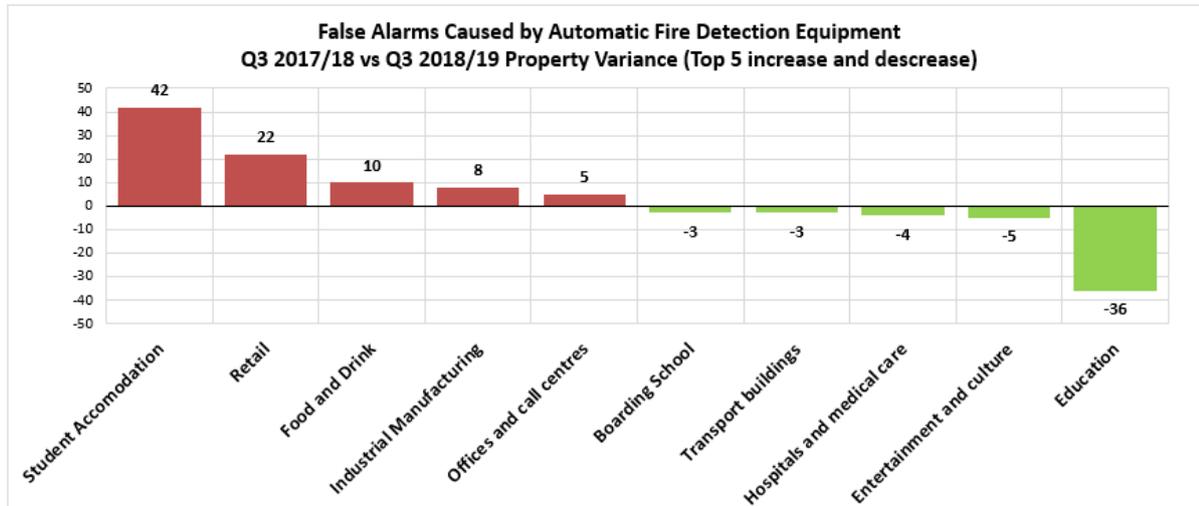
### PI10 – Primary Fires in Non-Domestic Premises



The top five property types in which non-domestic property fires are occurring are prisons, single shops, factories, cafes and takeaways/fast food establishments. These top 5 locations represent 50% (35) of the total fires which occurred in quarter 3. These top 5 locations have also seen the largest change in absolute values compared to quarter 3 in 2017/18. The chart above displays the top 5 properties types with the largest increase as well as the largest decrease. Prisons are the most common property type for fires in non-domestic premises with 14% (10) of all fires in quarter 3, however it should be noted that although we provide advice and work closely with the prisons, we have no regulatory powers under the Fire Safety Order, as they are Crown premises.

The Business Fire Safety team and Emergency Response crews continue to work closely with businesses to offer advice, conduct fire safety audits (PI 17) and take enforcement actions where appropriate. An example of this includes an audit in a care home in the Derwentside area which showed a limited number of compartmentation issues where services had been installed and not correctly sealed. The Responsible Person has been notified using a minor deficiencies letter and a follow up inspection will be conducted to ensure that work has been completed to rectify the problem. Also, following a fire in a tumble drier in a hotel in the Durham area, advice was offered during the post fire audit to prevent any re-occurrence.

**PI14 – False Alarms Caused By Automatic Fire Detection Equipment**

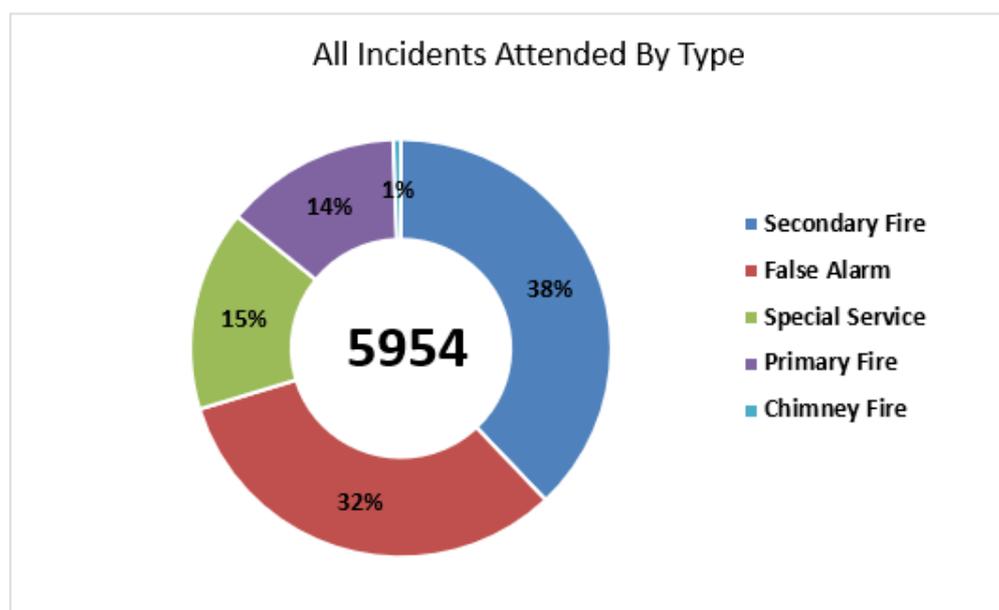


70% of false alarms can be attributed to the top 5 property types. These are education, industrial manufacturing, retail, medical care including hospitals, residential homes and student accommodation. Education alone accounts for 19% of all false alarms and is the property type with the highest number of false alarms, however, this category has also seen the largest decrease in terms of absolute values (36) following substantial work to make appropriate adjustments to risk assessments during 2018. The chart above displays the property types that have had the largest variance compared to quarter 3 last year, both in terms of the largest increases and decreases. Student accommodation continues to be the largest growing area for unwanted fire signals due to the increase in this type of accommodation. Business Fire Safety will continue to work with landlords of student accommodation to try and reduce false alarms from these premises. Also, from April 2019, the Service will be introducing two trials, one using alternative arrangements to respond to AFAs which will reduce the impact on Service resources, and the second involving introducing a charge where the Service respond to repeated unwanted fire signals which should encourage improved management of fire alarm systems.

## Response

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
Total Emergency Calls Received (including EMR)		12377			13660	+9.4%
Total Incidents (excluding EMR)		5954			5953	0%
Total Fires		3083			3199	+3.6%
Total False Alarms		1938			1842	-5.2%
Total Special Services (excluding EMR)		931			912	-2.1%
Total Road Traffic Collisions		267			263	-1.5%
Total Emergency Medical Response (EMR)		18			706	N/A
PI 06 – Number of Response Standards Met	Up	4	6	-33.3%	5	-20%
PI 12 – % Retained Availability on Stations	Up	70.6%	90%	-21.6%	72.2%	-2.3%

### Total incidents (excluding EMR)



The breakdown of total incidents attended is broadly similar to those attended at the end of Q3 the previous year.

**PI 06 Number of Response Standards Met** - We finish Q3 achieving 4 out of 6 response standards but with slight improvements when compared to Q2. We continue to perform slightly under target for both the 8 and 11 minute response standard to dwellings fires, with our 8 minute standard achieving 69.2% against a target of 70%, however this is an improvement on Q2 which achieved 67.3%. The 11 minute standard for dwellings achieving 88.7% against a target of 90%, which again is an improvement on Q2 which achieved 88.1%. We are extremely close to achieving all 6 standards.

Of note we have seen good performance at the following stations which are achieving all the respective response times (6/6) at the end of the quarter: Newton Aycliffe, Seaham, Durham, Bishop Auckland and Stanhope. We continue to experience issues achieving dwelling fire response standards with some of our On-Call appliances, however, the DMTs are aware of this issue and scrutinise each response time failure to gain further clarification from the respective officer in charge of the appliance on the reason why.

**PI 12 Percentage of retained availability on stations** - Cumulative RDS/On-Call availability for all appliances has seen a balanced position across Q3 with October 71.8%, November 71.4% and December 70.6% being achieved across the Service. This is a slight reduction on the same period in 2017/18 and around 5% lower than 2015/16 and 2016/17.

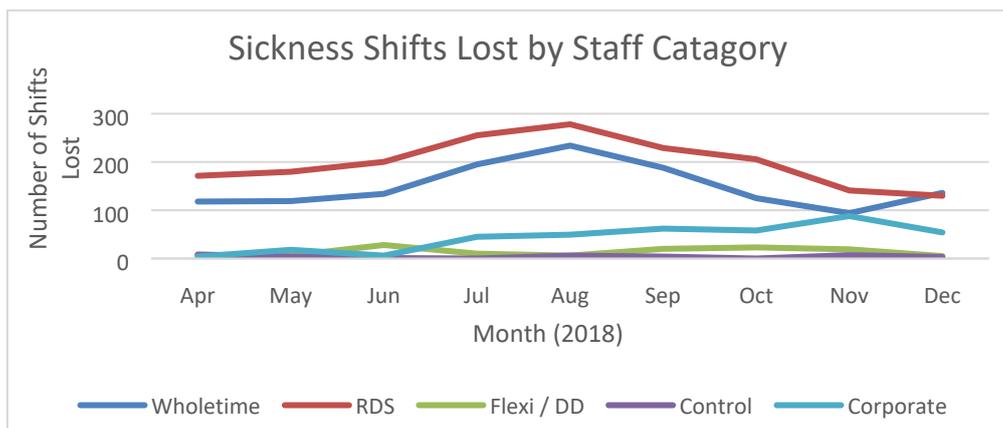
We face pressures and challenges with RDS/On-Call crewing although it is important to note that these are reflected across most Fire and Rescue Services (FRSs) in the UK. A significant issue affecting our RDS/On-Call stations now is the loss of staff to other FRSs who are undergoing recruitment campaigns, this has affected Sedgefield, Newton Aycliffe and High Handenhold.

The main challenges continue to be those appliances achieving under 50% availability which include the second appliances at Crook, Spennymoor, Bishop Auckland and Barnard Castle. To attempt to address some of these ongoing issues, the Emergency Response section has commenced a two-year plan which has been presented to SLT and covers a range of areas to try and increase recruitment, retention and ultimately appliance availability. As part of this plan we are currently consulting with the Fire Brigades Union and staff at two stations to potentially commence a trial starting in April 2019 of a completely new and innovative way of working based around contract flexibility to see if we can achieve tangible improvements and this will

## Workforce

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
PI 40 - All Staff Sickness	Down	6.63	4.50	-47.3%	4.91	-35%
PI 69a – Number of Accidents to Personnel	Down	16	9	-77.8%	8	-100%
PI 71 – Number of Vehicle Accidents	Down	22	15	-46.7%	22	0%

### PI 40 – All staff sickness



The WT rider category has seen a 42% reduction in absence in Q3 when compared to Q2 of this reporting period. This is due to several personnel who had been long term absent returning to full operational duties. However there has been an increase in absence in December when compared to

November, primarily due to absence which will not cease until personnel retire in Q4. Performance at Peterlee, Durham, Newton Aycliffe, Bishop Auckland and Darlington are all below target for the year. The Flexible Duty Officer (FDO) /Day Duty (DD) category of staff has seen a 30% increase in absence in Q3 when compared to Q2. The increase in absence was due to 1 long term absence.

The RDS category has seen a 34% reduction in absence in Q3 when compared to Q2 although absence remains high overall. This is due to a combination of long and short-term absence. On a positive note Wheatley Hill have had zero absence in Q3 Durham; Newton Aycliffe and Middleton in Teesdale all remain below target.

Cases are being managed by line managers supported by HR business partners. Most of the long term absent personnel are expected to continue into Q4 with several cases being resolved in the coming months.

**PI 69a Accidents to personnel** - There have been 6 reported accidents this quarter, the majority of these are of a minor nature. No significant trends have been noted this year, however a very slight increase of minor hand injuries has been observed. Further reminders and information are being distributed to operational personnel to help mitigate further occurrences. Overall, we have seen an increase in personnel accidents this year and the Service is working on initiatives to deliver the most effective ways of reducing these numbers moving forward.

**PI 71 Vehicle accidents** – There have been 6 vehicle accidents reported this quarter which is one less than the same period last year. Most vehicle accidents have occurred at slow speed and not on operational incident response. In December there were two vehicle accidents on response which were weather related.

The trend of incidents occurring during slow speed manoeuvres continues, to help reduce these the monthly health and safety update to staff is covering vehicle manoeuvring which follows national guidance on influencing human behaviour and the new risk assessment mnemonic ARC (Access/Risk Assessment/Control Measures) which should be followed prior to all slow speed manoeuvres. We have asked all crews to report severe cases where limited access would prevent a fire appliance from being able to attend an incident due to the restricted access caused by parked vehicles as a 'Notification Only' via OSHENS and the Service is working with the Local Authorities to try and rectify such issues.

## Finance & Governance

Performance Indicator	Objective	Q3 2018/19 Actual	Q3 Target	Actual vs Target	2017/18 Q3 Actual	Actual vs Previous Year
PI 34 - % of Invoices paid within 30 days	Up	98.8%	95%	+3.9%	99.3%	-0.6%
<p><b>PI 34</b> – Another good quarter. Finance are liaising with suppliers to ensure that invoices are being sent directly rather than through budget holders - this gives us greater visibility of issues and therefore a timelier response when solving them. There are some companies that we are writing to as they continue to send invoices elsewhere.</p>						

## Recommendations

11. Members are requested to:

- a. **Note** the content of the report;
- b. **Comment** on the reported performance.

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