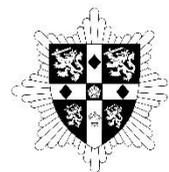


## ITEM 5

**Safest People, Safest Places**

# PERFORMANCE COMMITTEE

County Durham and Darlington  
**Fire and Rescue Authority**



**24 JUNE 2019**

## PERFORMANCE REPORT – QUARTER FOUR 2018/19

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### REPORT OF CHAIR OF PERFORMANCE AND PROGRAMME BOARD

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#### Purpose of report

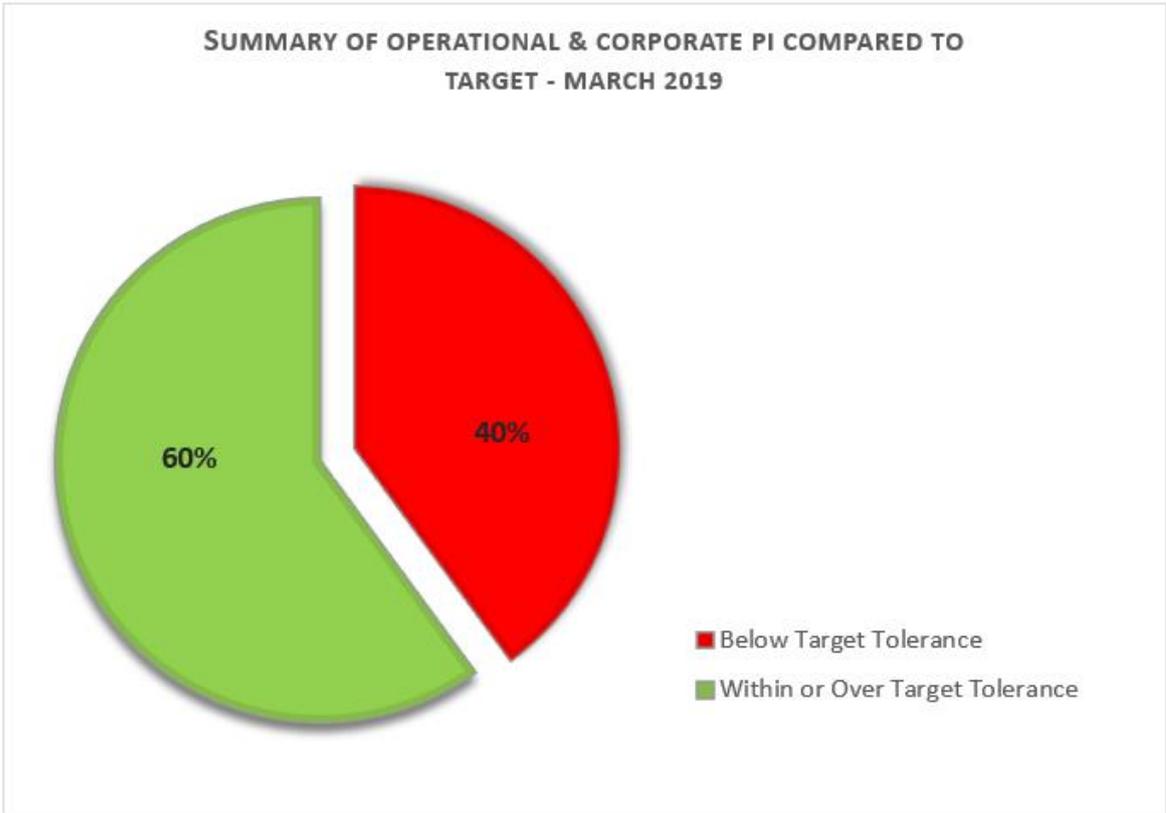
1. This report presents a summary of organisational performance at the end of the fourth quarter of the 2018/19 financial year.

#### Background

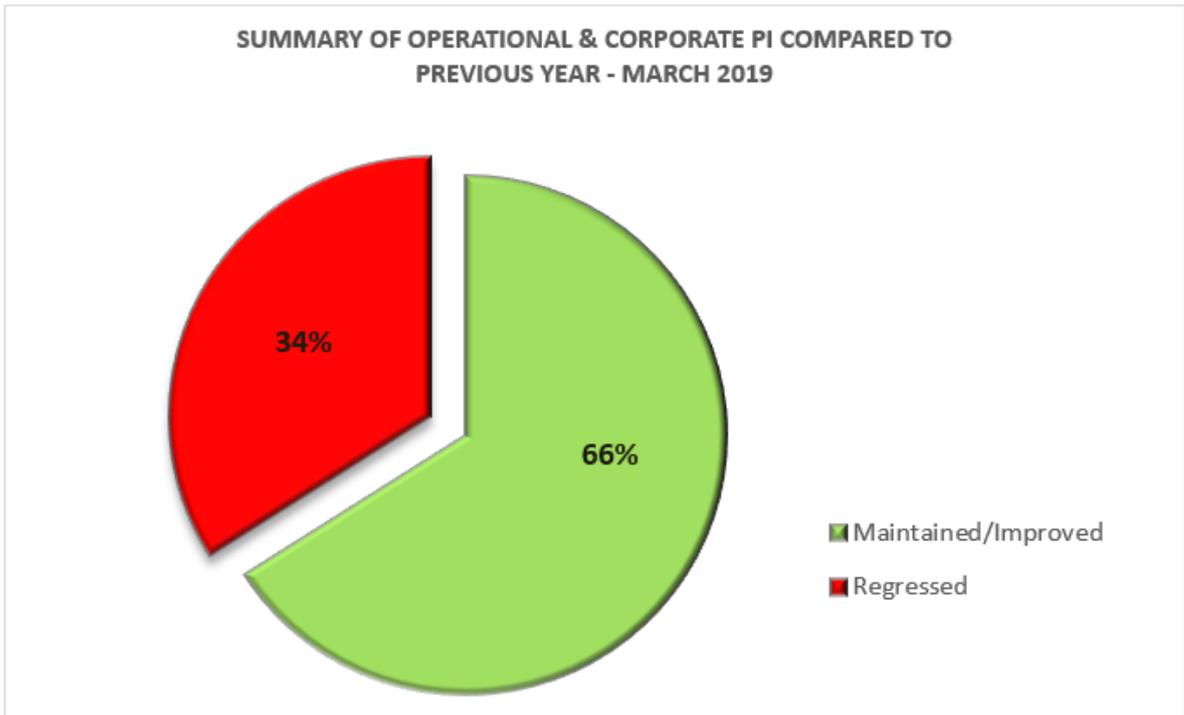
2. Both operational and corporate performance is monitored and managed internally via the monthly Performance and Programme Board (PPB) and Service Leadership Team (SLT) forums. Members of the Combined Fire Authority (CFA) consider performance on a quarterly basis at meetings of the Performance Committee 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 four 2018/19, across both operational and corporate areas of the Service.
8. The first pie chart over the page shows that 60% 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

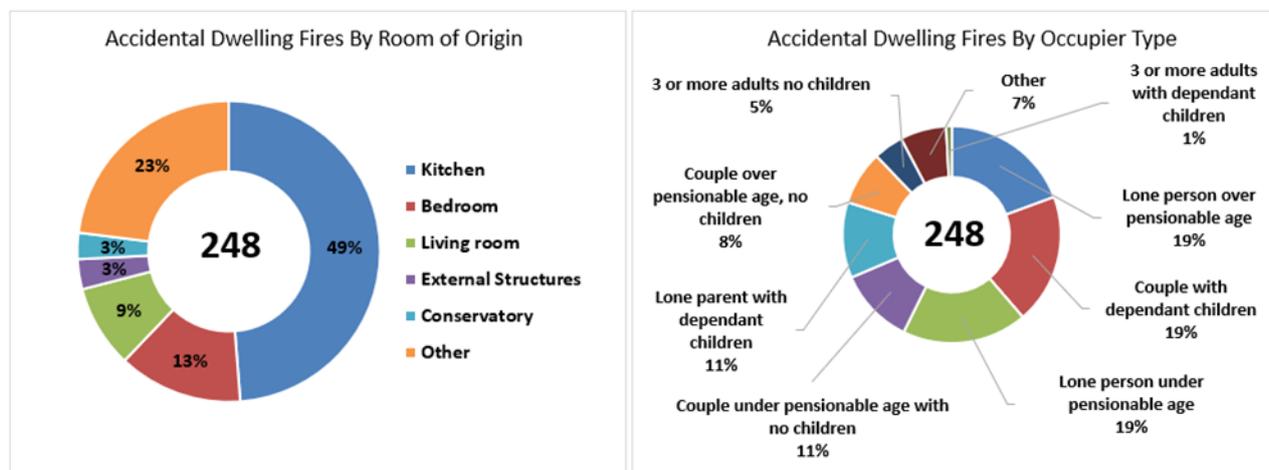
10. The following sections of the report present details of specific operational and corporate indicators where performance was notably strong or where additional work is required to secure improvement. An explanatory narrative is provided for each PI group along with information about how performance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

## Prevention

Performance Indicator	Objective	Q4 2018/19 Actual	Q4 Target	Actual vs Target	2017/18 Q4 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	1024	916	-11.8%	1058	+3.2%
PI 03 – Number of Accidental Dwelling Fires	Down	248	230	-7.8%	240	-3.3%
PI 04 - Injuries Arising from Accidental Dwelling Fires	Down	14	23	+39.1%	20	+30%
PI 05 - Total Secondary Fires	Down	2915	2225	-31%	2646	-10.2%
PI 07 – Number of Safe & Wellbeing Visits	Up	20124	18000	+11.8%	19558	+2.9%
PI 42 - Proportion of Safe & Wellbeing Visits to High Risk People/Properties	Up	87.9%	80%	+9.8%	85.7%	+2.5%

**PI01** There is one confirmed fatality from an accidental dwelling fire (ADF) in June 2018 which involved a 76-year-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 7-year-old girl in Darlington and one in January 2019 involving a 55-year-old man in Consett, both incidents are still waiting to go to inquest.

### PI03



The number of ADFs has risen gradually year on year for the last 3 years. Darlington remained the highest station area with 49 in total which is the same number as in 17/18. The majority of the increases were seen in Newton Aycliffe (10 in 17/18 to 24 in 18/19) and Bishop Auckland (19 in 17/18 to 28 in 18/19). The PPB called in these districts, the main trends identified were in relation to second hand white goods and a high turnover of residents in private rented properties. Durham and High Handenhold both saw significant decreases with

Durham only encountering 17 ADFs compared to 30 the previous year and High Handenhold only encountering 17 compared to 24.

49% of all ADFs started in the kitchen which is down slightly compared to last year the majority of which were cooking related. The trend in terms of months that ADFs occurred show that December and January were the busiest months accounting for 23% of the total number, but February saw a 43% reduction (31 in 17/18 down to 17 in 18/19).

In order to try and address the number of ADFs we are experiencing the Community Risk Management (CRM) Team have carried out several initiatives including more recently a dedicated ADF campaign tailored to those most at risk (elderly/ young parents). Ideas included home safety messages on pharmacy bags/ posters/ social media, actual live footage of high-risk factors such as chip pan fires and electrical overloading as well as the introduction of 'Flamin Nora' which can be utilised during events and open days.

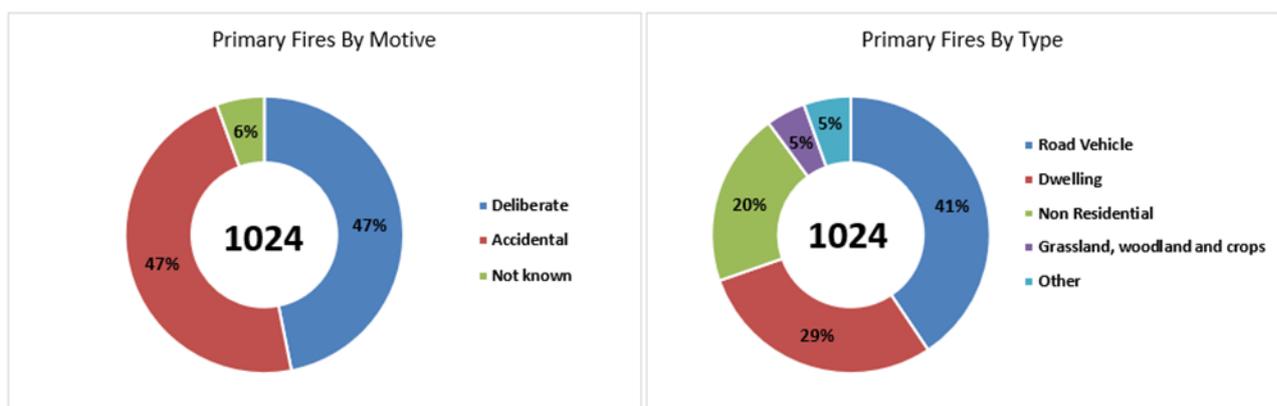
The central Community Safety (CS) Team have increased the frequency of meetings with District Management Teams and level of support offered to ensure localised issues are being addressed as well as ensuring the resources are bespoke to their needs.

In terms of national campaigns, the Service has supported electrical fire safety week, candle safety week, home safety week, gas safety week and chimney fire safety week.

**PI04** – Injuries arising from ADFs have continued to reduce year on year with only 14 occurring during 18/19 compared to 20 in 17/18 and 24 previous to that. Improved targeting of visits combined with the wellbeing assessments may be the underlying factor which has resulted in this sustained improvement in the reduction of injuries. All 14 involved the victim going to hospital where injuries appeared slight, none were serious. CRM continue to offer guidance and resources to crews on how to reduce injuries relating to fires within the homes especially around cooking.

**PI07** – The number of Safe and Wellbeing Visits (SWVs) delivered by crews and Community Risk Officers (CROs) was 20,124 which is 2,124 above target (18,000). The decision to leave the annual target at 18,000 for the upcoming year will ensure that quality is maintained and allow capacity for delivery against deliberate fires. Quality assurance of SWVs and sharing of good practice continues to be delivered by the CROs shadowing operational crews during visits. Although the number of ADFs have increased slightly during 18/19, injuries have reduced and those injuries that have occurred have been minor in nature. In addition to improved targeting of visits, the Service has now introduced a 12-month re-inspection programme targeted at any individual that has been deemed to be at high or very high risk.

## PI02

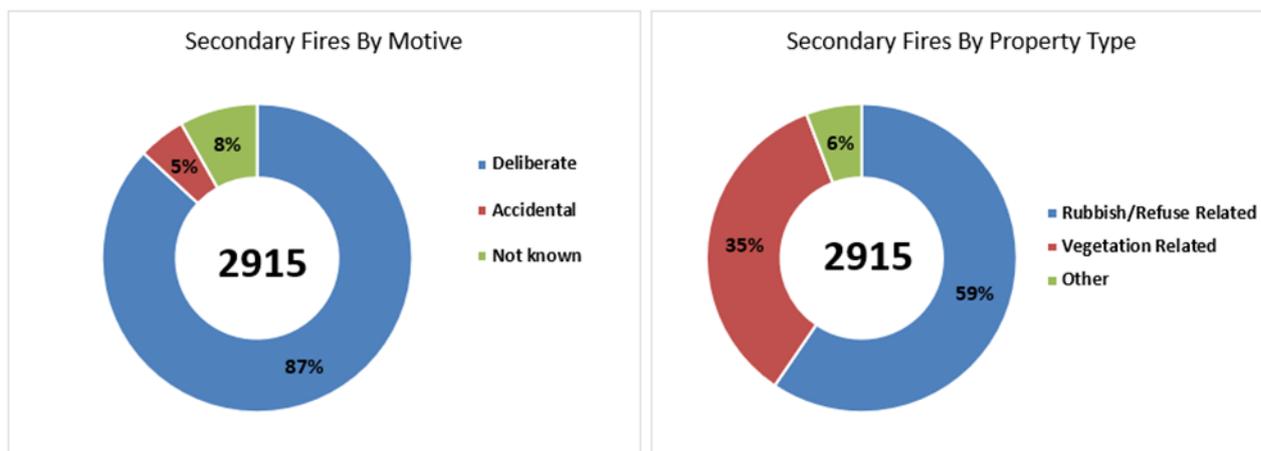


During the 18/19 period the Service attended 1024 primary fires which is a slight reduction on 17/18 (1058). The most prominent type of primary fire involved road vehicles, 416 in total which is a slight reduction on last year's total for road vehicles which was 452. There were 297 primary fires involving dwellings followed by 208 fires in non-residential premises. A presentation has been delivered to the Safe Durham Partnership to raise concern over primary and secondary fires and to gain increased multi agency support, this work is ongoing.

The Business Fire Safety (BFS) Team have carried out a number of talks to groups including students and business owners, whilst general safety advice on barbeque safety, garden waste management advice and a heavy focus on preventative measures and risks associated with the bonfire period has been delivered by the CS Team.

A full review of the website has been completed this year and updated with safety measures linked to the risks of accidental primary fires. Both internal SharePoint and external social media platforms have been utilised more this year than ever before.

### PI05



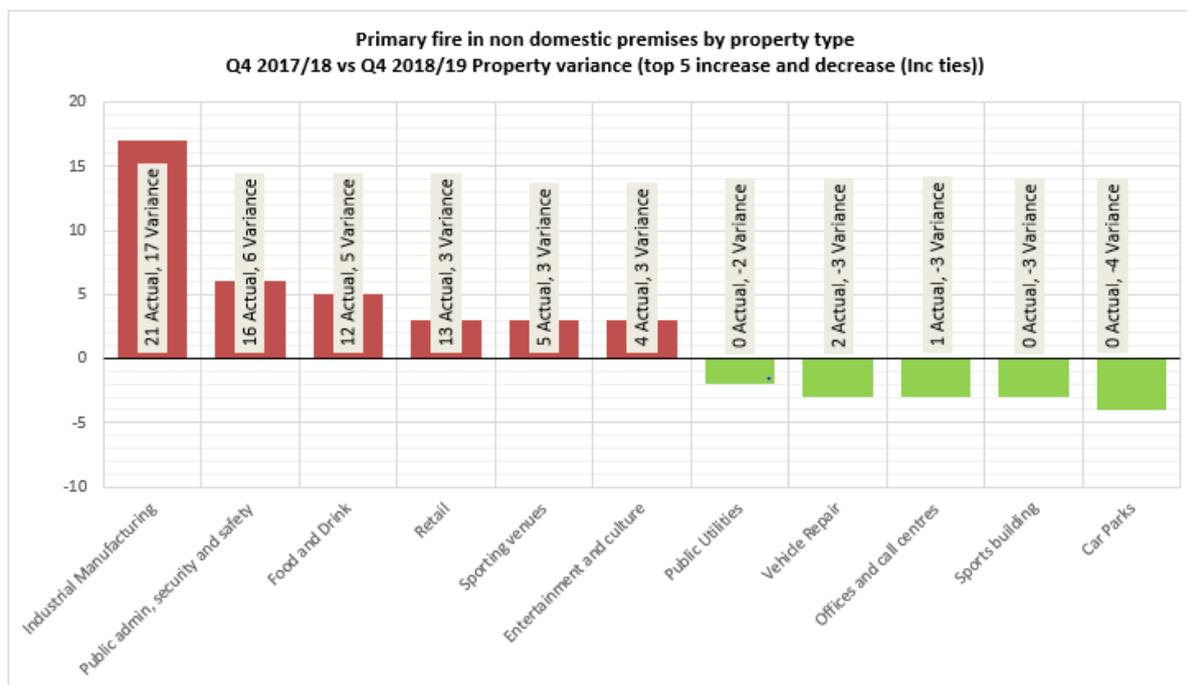
Secondary fires have increased for the third year in a row to 2915 in total, 87% of these (2533) were reported as being deliberate in nature. July saw the largest number of fires across the year with 433 attended in total. The remaining months are very similar in terms of numbers and the time of day at which the incidents occur are generally early evening (17:00 – 20:00).

When looking at the incident type, the majority relate to rubbish/refuse (1371) and scrub land (532). These incident types are discussed at local level with partner agencies. Centrally, the Arson Reduction Team and CS are working together to develop strategies and initiatives with District Teams to reduce secondary fires across the Service area. Examples of initiatives and resources include Firestoppers, 'Enough is Enough' campaign and presentations within educational establishments.

## Protection

Performance Indicator	Objective	Q4 2018/19 Actual	Q4 Target	Actual vs Target	2017/18 Q4 Actual	Actual vs Previous Year
PI 10 - Primary Fires in Non-Domestic Premises	Down	96	80	-20%	71	-35.2%
PI 14 - False Alarms Caused by Automatic Fire Detection Equipment	Down	813	725	-12.1%	751	-8.3%
PI 17 – Number of Fire Safety Audits	Up	2170	2124	+2.2%	2135	+1.6%

### PI10

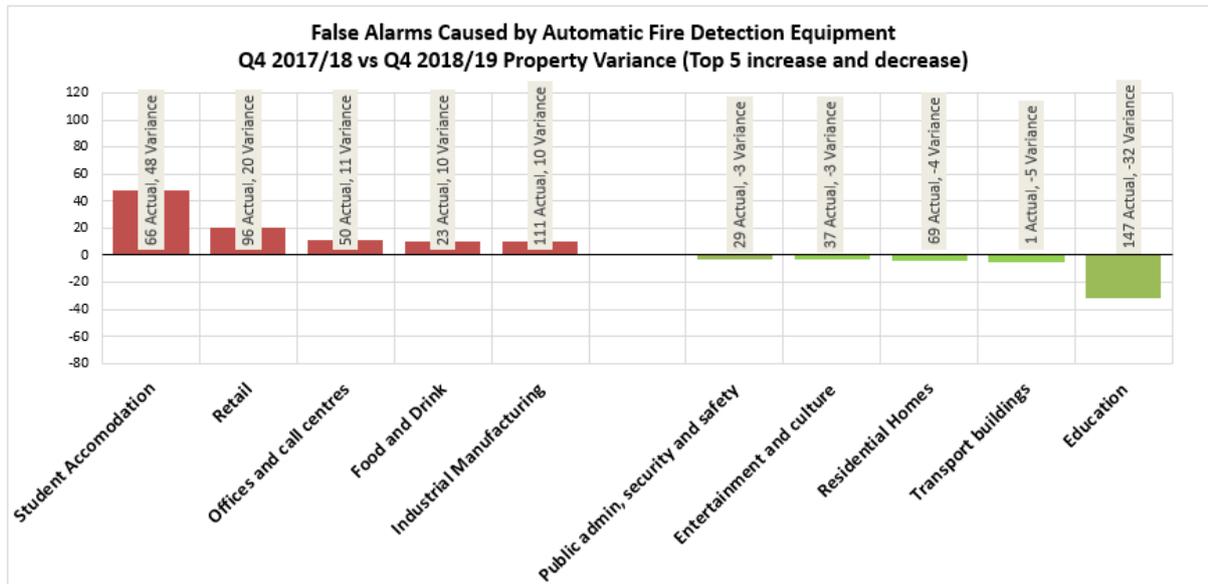


The chart above highlights the categories of non-domestic priorities which have seen the greatest increase or decrease in primary fires when compared to the previous year; the chart details the actual number of incidents attended as well as the variance. Durham and Darlington were the busiest stations across the Service area. 11 of Durham’s incidents were in prisons where the Service has no powers under the Regulatory Reform (Fire Safety) Order 2005, although good will advice is offered.

Crews continue to deliver fire safety visits - operational (FSVOP’s) to the small and medium risk premises whilst the central BFS Team focus on the high and medium (where necessary) risk premises. In order to address the fires in prisons the BFS Team are working with District Management Teams to educate the establishments with a training package being developed to deliver to relevant members of staff.

Quality assurance of crews carrying out FSVOPs continues. This entails a member of the central BFS Team shadowing crews throughout the entire process of a FSVOP from accepting the job to input into CFRMIS. This process ensures high standards and quality advice is being delivered during visits and it is appropriate to any risks that are identified. The Service also took the decision during 18/19 to invest and train individuals from across the districts and firefighter (FF) apprentices to the Level 4 Certificate in Fire Safety, which will ensure the knowledge and expertise during visits is increased.

**PI14**



The chart above highlights the categories of non-domestic priorities which have seen the greatest increase or decrease in automatic fire alarms (AFAs) when compared to the previous year; the chart details the actual number of incidents attended as well as the variance. Although there has been an increase in the total number of AFAs when compared to last year, there has also been a significant increase in the number of new student accommodation built which is reflected in the increase in the chart above.

Within 18/19 the central BFS Team has delivered information to students residing within halls of residents as well as the landlords / university themselves to ensure the increase in AFAs does not continue. A trial of a new unwanted fire signal (UwFS) charging policy was introduced in April 2019 and will be reviewed after 12 months. This trial will advise businesses that they will be charged on the third and any subsequent UwFS within a rolling 12-month period, with the aim of improving the fire safety management practices within the premises and reducing the number of UwFS.

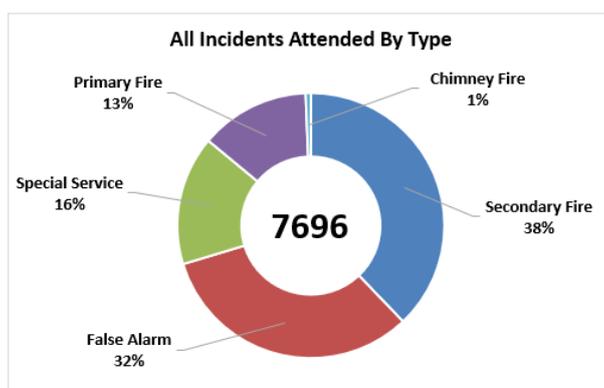
What is pleasing to see is that there was a good reduction in the number of AFAs in education establishments compared to last year as there was a huge amount of work undertaken by the BFS Team towards the end of 17/18 and beginning of 18/19 to advise schools on how to reduce the number they were having.

**PI17** – There have been 2170 fire safety audits conducted this year compared to 2135 last year and against a target of 2,124. Both operational crews and the central BFS Team continue to contribute towards the audits delivered. A huge amount of work has been delivered to ensure all staff have the appropriate level of training and remain competent and confident to carry out the audits. During 18/19, green book staff have been employed within the central team which has improved diversity in the team and brought in new ideas from external organisations. 32 operational members of staff have been working to gain their Level 4 Certificate in Fire Safety qualification, as have the first cohort of FF apprentices. In addition to the formal qualifications, 1-day refresher FSVOP training will be offered to those staff that require it and a 2-day FSVOP initial will be given to new members of staff identified by their District Management Teams. During 19/20, the Service will train a further 32 members of staff and the new cohort of FF apprentices to Level 4 Certificate in Fire Safety.

## Response

Performance Indicator	Objective	Q4 2018/19 Actual	Q4 Target	Actual vs Target	2017/18 Q4 Actual	Actual vs Previous Year
Total Emergency Calls Received (including EMR)		16326			16760	+2.6%
Total Incidents (excluding EMR)		7696			7283	-5.7%
Total Fires		3987			3782	-5.4%
Total False Alarms		2496			2321	-2.8%
Total Special Services (excluding EMR)		1213			1180	-2.8%
Total Road Traffic Collisions		354			326	-8.6%
Total Emergency Medical Response (EMR)		25			707	N/A
PI 06 – Number of Response Standards Met	Up	3	6	-50%	4	-25%
PI 12 – % Retained Availability on Stations	Up	71.6%	90%	-20.4%	73.4%	-2.5%

### Total incidents (excluding EMR)



**PI06** – The main impacts affecting PI06 are its sub indicators, PI08a and PI08b, which are the attendance times to dwelling fires within 8 minutes and 11 minutes respectively, and PI08d which is non-domestic property fires attended within 11 minutes.

At reporting year end, we have achieved the 8-minute response standard to dwelling fires on 67.6% of incidents against a target 70%. This PI has sat between 67% and 73% across the year with the 70% target being achieved in May (73.1%) and June (71.1%) 2018.

The main areas of concern are at retained stations in Sedgfield, Barnard Castle and Wheatley Hill. In common with other retained stations, they have experienced challenges with daytime availability and drivers which is a contributing factor. Retained appliances at Spennymoor, Crook, Stanhope and High Handenhold have seen similar issues but to a lesser degree.

In relation to PI08b (dwelling fires attended in 11 minutes) we have seen broadly similar issues at the same stations that have had challenges achieving PI08a and have achieved an 11-minute response time for 87.3% of incidents against a target of 90%. Where we have not been able to achieve this indicator, in the main, this tends to be in remote rural areas that are outside of the 11-minute response isochrone. All response time indicators are scrutinised by District Management Teams and the Group Manager for Emergency Response, and the main trend is around drive times to incidents and daytime retained crewing availability.

Workstreams to improve retained availability are covered below under PI12.

The final sub indicator for PI08d was only 1.1% short of achieving its standard of 90%, this again was mainly due to traveling distances and retained day crewing availability.

**PI12** – Over the 2018/19 reporting year we have seen a range of between 70% and 78% availability across the Service’s retained appliances.

Of the total number of retained appliances, five achieved the 90% or above target availability, these being D07P1, D08P1, D09P1, D13P1 and D14P1.

Work is ongoing involving members of HR and District Management Teams to streamline the attraction and recruitment of new staff. Further changes to the initial recruitment process and role related testing have been implemented to significantly reduce the time taken to process these elements. The online testing window has also been increased from being open for one week per calendar month to being open permanently as this was an issue that was being raised as continually delaying the application process.

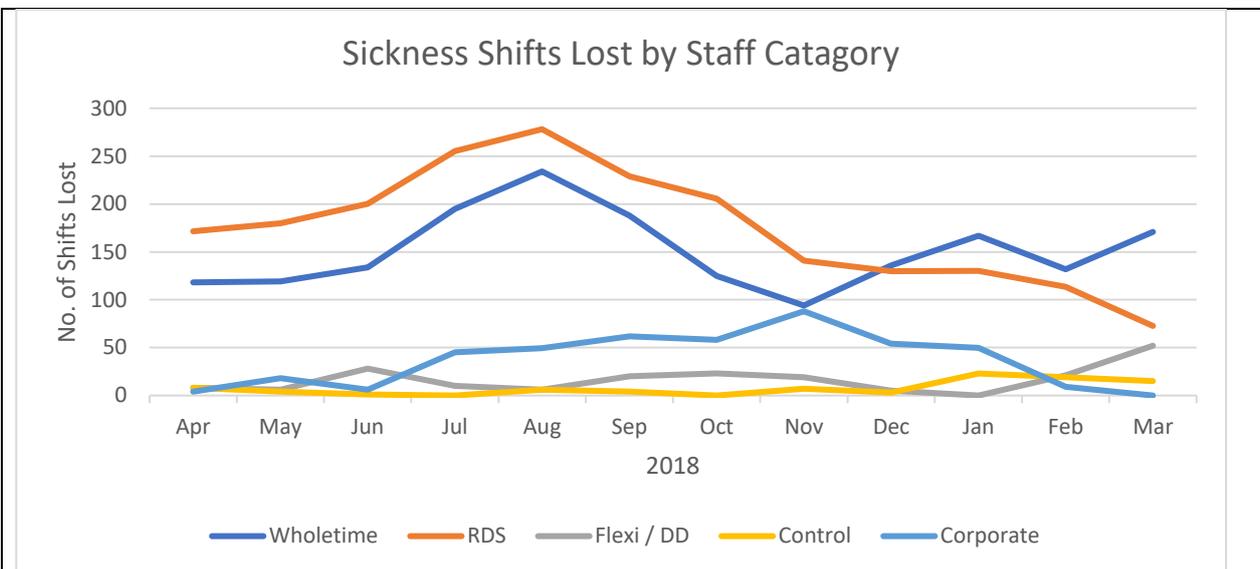
A District Manager has been given the lead responsibility for the retained improvement project and has been co-opted onto the National Fire Chiefs Council Practitioners group along with the Group Manager for Emergency Response to broaden organisational awareness.

## Workforce

Performance Indicator	Objective	Q4 2018/19 Actual	Q4 Target	Actual vs Target	2017/18 Q4 Actual	Actual vs Previous Year
PI 40 - All Staff Sickness	Down	8.18	6	-36.6%	7.02	-16.5%
PI 69a – Number of Accidents to Personnel	Down	20	12	-66.7%	11	-81.8%
PI 71 – Number of Vehicle Accidents	Down	26	18	-44.4%	30	13.3%

**PI40** – We started the reporting year within the Wholetime (WT) category knowing levels of absence were high due to the nature of long-term absence continuing from quarter 4 of the previous year as well as notice from WT personnel of impending operations. This trend could be seen across the summer period where sickness levels were extremely high. Levels of absence could be seen to be steadily decreasing into quarter 3 however, quarter 4 has seen a further rise predominantly with long term absence once again. A number of these cases came to a natural end when the employee retired, and others have since been resolved however the impact of this has been significant.

The RDS category has seen a 20% increase in shifts lost overall in comparison with last year, however, there has been a downward trend since August 18. The Flexi Duty Officer’s category has seen a reduction in absence levels in comparison with last year but after such low sickness last year, the Day Duty category has increased significantly. The Control category has once again seen a further 45% reduction in absence levels in comparison with previous years continuing the downward trend. The Corporate category has seen a 40% rise in shifts lost in comparison with last year. Its pleasing to see that in March 2019, zero shifts were lost to absence from the Corporate staff. It is expected that low absence levels will continue into the new reporting period.



**PI69a** – Every personal accident reported through OSHENS has been investigated on an individual basis and any subsequent recommendations have been tracked through OSHENS to ensure a timely completion. The Assurance Section have also monitored submissions to identify trends which can be addressed, however no tangible trends were noted over the previous 12 months.

In an attempt to reduce personal accidents, the Assurance Section have introduced a personal accident review panel which requires investigators to present their finished investigation to a small number of members from the Assurance Section, this should ensure that the investigation is as comprehensive as possible, and the corresponding recommendations/actions will prevent further accidents.

The Assurance Section will also scrutinise all OSHENS submissions to ensure that they have been categorised correctly and re-categorise any submissions incorrectly categorised immediately to ensure accuracy of reporting.

**PI71** - Every vehicle accident reported through OSHENS has been investigated on an individual basis and any subsequent recommendations have been tracked through OSHENS to ensure a timely completion. Every vehicle accident has also been heard by the Drivers Standards Panel where the difficulty of the manoeuvre and degree of urgency is looked at to determine the outcome and any subsequent actions required for the driver.

A number of additional control measures are/have been implemented following the on-going trend of slow speed manoeuvring accidents, these are 'Banksperson lights' (lights which are situated under the rear of the appliance to assist in the reversing of appliances outside of daylight hours) and reversing cameras.

Driver Training has developed an acronym ARC (Access / Risk assess / Control measures) which has been communicated to all staff and is constantly promoted to assist drivers in carrying out a slow speed manoeuvre as safely as possible.

Following the most recent round of operational readiness audits, it was noted that personal driver log books were not being filled out, this was highlighted to Driver Training who are in the process of re-branding/re-launching the log books so that they can be used to determine the frequency of training required, rather than using a 'blanket approach' for all staff no matter how many hours/miles they drive. This information should also be used during any investigations following an accident as the amount a driver has driven could be a cause of the accident which has been missed in the past.

Working in Partnership with the Highways Agency, we hosted a 'Driving for Better Business' event at the Service Training Centre on 11 May 2019, this initiative is a Government-backed programme to help employers in both the private and public sectors reduce work-related road risk, decrease the associated costs and improve compliance with current legislation and guidance. Further control measures will be considered depending on the findings from the event.

## Finance & Governance

Performance Indicator	Objective	Q4 2018/19 Actual	Q4 Target	Actual vs Target	2017/18 Q4 Actual	Actual vs Previous Year
PI 34 - % of Invoices paid within 30 days	Up	95.4%	95%	+0.4%	99%	-3.6%

## RECOMMENDATIONS

11. Members are requested to:

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