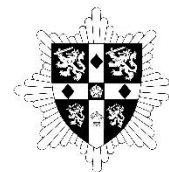


**Safest People, Safest Places**

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



## **COMBINED FIRE AUTHORITY**

**21 DECEMBER 2017**

### **Performance Report – Quarter Two 2017/18**

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#### **Report of Area Manager, Assurance and Assets**

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##### **PURPOSE OF REPORT**

1. This report presents a summary of organisational performance at the end of the second quarter of the 2017/18 financial year.

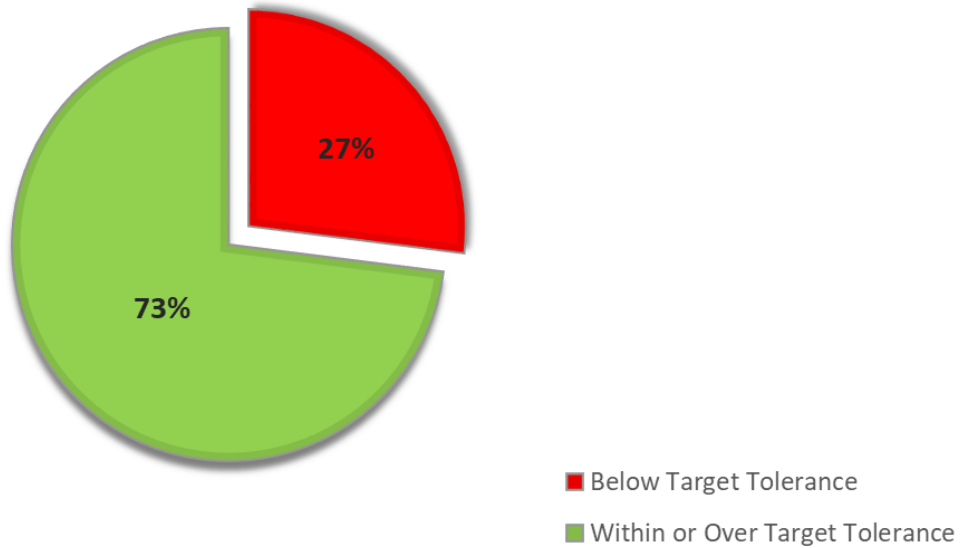
##### **BACKGROUND**

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 Policy, Performance and Review (PPR) 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**

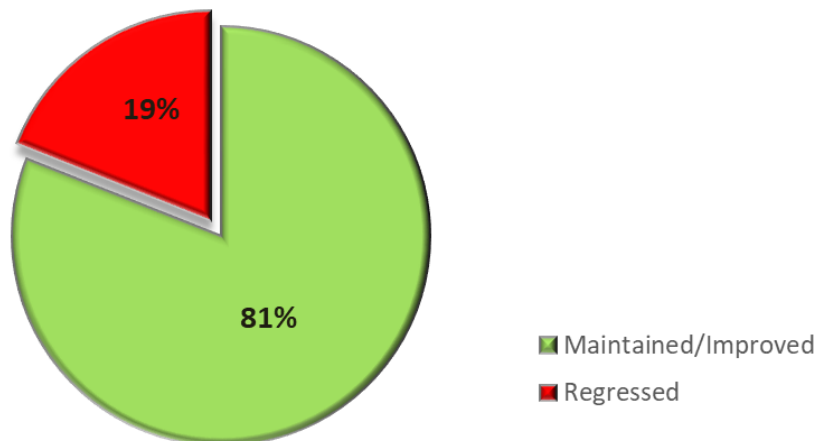
7. The tables overleaf provide an overview of how key performance indicators were performing at the end of quarter one 2017/18, across both operational and corporate areas of the Service.
8. The first pie chart over the page shows that 73% of the strategic PIs met or exceeded their target level, up from 67% at the end of quarter one.

SUMMARY OF OPERATIONAL & CORPORATE PI COMPARED TO TARGET - SEPTEMBER 2017



9. The next chart below shows that 81% of the strategic PIs either maintained or improved when compared to performance last year, up from 33% at the end of quarter one.

SUMMARY OF OPERATIONAL & CORPORATE PI COMPARED TO PREVIOUS YEAR - SEPTEMBER 2017



### 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	Q2 2017/18 Actual	Q2 Target	Actual vs Target	2016/17 Q2 Actual	Actual vs Previous Year
PI 01 - Deaths Arising from Accidental Fires in Dwellings	Down	0	0	0%	2	100%
PI 02 – Primary Fires	Down	584	477	-22.4%	497	-17.5%
PI 03 – Number of Accidental Dwelling Fires	Down	113	124	+8.9%	115	+1.7%
PI 04 - Injuries Arising from Accidental Dwelling Fires	Down	11	16	+31.3%	13	+15.4%
PI 05 - Total Secondary Fires	Down	1702	1396	-21.9%	1210	-40.7%
PI 07 – No. of Safe & Wellbeing Visits	Up	10779	9379	+14.9%	9646	+11.7%
PI 42 - Proportion of Safe & Wellbeing Visits to High Risk People/Properties	Up	80.1	75.0	+6.8%	73.8	+8.5%

### Commentary:

PI01 – To date, no fatalities have arisen from accidental dwelling fires. As previously reported, 2 fatalities did occur in Q1 but neither were classified as deaths arising from accidental fires in dwellings. The incident in Seaham during April was determined to be suicide and the second death that occurred in Burnopfield in June was determined to be caused by blast injuries received outside the dwelling.

PI02 – After a challenging first quarter, the variance in performance, both in terms of target and previous year comparisons (Q1 -34.1% & -37.1% respectively), have improved during Q2. However, they remain a key focus for the service, particularly deliberate fires which accounted for 53.9% (315 fires) of all primary fires, a 40% rise on last year. 42.9% (251) of all primary fires were road vehicles, with 62.9% (158) of vehicle fires started deliberately. Non-residential properties accounted for a further 19.2% (112 fires) with 61.6% of those started deliberately. Although accidental dwelling fires are lower than the previous year, 25.6% (39 fires) of the 152 dwelling fires were classified as deliberate. Deliberate fires were 'called-in' by the PPB in June and later presented to the PPR Committee, highlighting the significant partnership work within Easington district including Operation Valdis that led to several arrests linked to reduction in incidents in Wingate ward. The call-in acknowledged the pressures of reduced resources experienced by partner agencies, asking if CDDFRS can do more to support partners, particularly in areas of mutual benefit. An escalation process proposal was presented to the Durham County Council (DCC) Anti-Social Behaviour (ASB) strategic group who oversee the Multi-Agency Problem Solving Groups (MAPS). The escalation process prioritises the top 10% of activity with several wards appearing in both primary and secondary fire tables, 10 of these within East Durham MAP. The ASB strategic group has acknowledged that fires can be symptomatic of other, seemingly unrelated, crime and anti-social behaviour. and that the analysis will be useful in deciding MAP priorities and hopefully this approach, adopted for both primary and secondary deliberate fires, will help facilitate more targeted support from partners. An update from the call-in will go to SLT and PPR in December.

PI03 – The level of accidental dwelling fires (ADF) is broadly similar to last year and below target. Kitchen fires were the most common location and attributed mainly to cooking. Bedroom fires also increased slightly. Darlington reported the most ADF's with 24 although this is lower than then 32 reported last year. Notably, Peterlee station area had 13 compared to 6 the previous year. At the moment there is no clear explanation of this and crews have delivered a higher number of SWV's than expected in high risk areas. 'Lone persons over pensionable age' were the most common category, up from 3<sup>rd</sup> last year. ADF activity broadly aligns with the revised station/district profiles that highlight the high-risk ward areas for focused activity during 2017/18.

PI04 – Injuries arising from ADF's were better than both target and last year. 9 of the 11 injuries were minor. The most common room of origin remains the kitchen with 5, closely followed by the living room with 3. At the end of Q2 - 6 of the 15 stations reported zero injuries. (continued overleaf)

**Commentary continued:**

PI05 - 1702 secondary fires were attended upto the end of Q2; 306 more than target. 1421 (83.9%) were classed as deliberate fires, up from 913 last year. Q2 saw a much lower volume of secondary fires (597 than the unusually high number in Q1 (1106). 7 of the 15 station areas reported higher than target activity, continuing the trend experienced at the end of the previous year. Loose refuse (including garden waste) and scrubland continue to be the prominent fire types reported. Districts are reporting improved relationships at the operational level between FRS, Police and Neighbourhood Wardens where we will hope to observe improvements in performance.

PI07 & PI42 – 10779 SWV's were delivered to the end of Q2, better than both target and last year. Outcomes from ADF's inform the focus of SWV's with kitchen and bedroom safety a priority. District teams scrutinise both ADF and SWV data, localising key messages as needed. The ratio of SWVs delivered to high risk people/properties was higher than target with 12 of 15 station areas achieving this. Consideration is being made to classifying dwellings beyond our 8 and 11-minute turnout areas as higher risk people/properties as it is recognised that extended travel times are an additional risk factor.

**Protection**

Performance Indicator	Objective	Q2 2017/18 Actual	Q2 Target	Actual vs Target	2016/17 Q2 Actual	Actual vs Previous Year
PI 10 - Primary Fires in Non-Domestic Premises	Down	35	46	+23.9%	43	+18.6%
PI 14 - False Alarms Caused by Automatic Fire Detection Eqpt	Down	422	398	-6%	416	-1.4%
PI 17 – Number of Fire Safety Audits	Up	1111	1111	0%	1110	+0.1%

**Commentary:**

PI10 – Fires in non-domestic premises continue the positive trend against both target and the previous year.

PI14 – At the end of Q2 there were 422 actuations, marginally higher than both target and last year. Over this period, no premises were highlighted as having a significant number of actuations with the majority of premises having only one actuation each. The most significant property type is educational establishments which have been linked to building work and maintenance taking place in schools during the holiday period. One of the business fire safety team has spoken to a representative from Durham County Council to enable amended risk assessments to be applied to schools during periods of building work/ maintenance to mitigate the chance of a false alarm in the future.

PI17 – Fire Safety Audits are broadly in line with target and last year, which is notable given the additional workloads associated with the Grenfell Tower incident. The business fire safety team have been working with both Durham and Darlington local authorities to support the local community, including a programme of visiting premises potentially with Aluminium Composite Material [ACM] and premises classed as high rise. No major concerns were found but many businesses have been given support and reassurance in relation to fire safety. Information has been used to support the local authorities in their own risk assessment based process. A cohort of operational supervisory managers have volunteered to undertake more advanced FSVOP training are delivering a range of additional fire safety tasks including district workload management and assisting with post Grenfell safety audits.

## Response

Performance Indicator	Objective	Q2 2017/18 Actual	Q2 Target	Actual vs Target	2016/17 Q2 Actual	Actual vs Previous Year
Total Emergency Calls Received (inc EMR)		9857			8999	+9.5%
Total Incidents (excl EMR)		4152			3487	+19.1%
Total Fires		2307			1730	+33.4%
Total False Alarms		1242			1217	+2.1%
Total Special Services (excl EMR)		602			540	+11.5%
Total Road Traffic Collisions		166			163	+1.8%
Total Emergency Medical Response (EMR)		705			1488	N/A
PI 06 – Number of Response Standards Met	Up	4	6	-33.3%	4	0%
PI 12 – % Retained Availability on Stations	Up	72.9	90.0	-19%	76.3	-4.5%

**Commentary:** Overall, CDDFRS attended 665 more incidents during than last year, an increase of 19.1%, this despite EMR incidents reducing by almost half due to crews no longer attending certain lower risk incident categories and the suspension of EMR in the summer. Most of the increase were fire related incidents although special services (excluding EMR) were up 11.5%.

PI06 - Only 4 of 6 response standards were met, due to only 67.9% of dwelling fires achieving an 8-minute attendance, against a 70% target. All Response Time Failures (RTF) are investigated and scrutinised at every monthly performance meeting. During the period, a mix of extended travel distances, slower than expected RDS turnout times and issues sending status messages via appliance mobile data terminals (MDT) were identified causal factors. Investigations into the MDT issues led to the supplier issuing a software update that appears to have fixed the issue but is being monitored going forward. Q2 also saw a continuation in the under-performance of response times to non-domestic property fires within 11 minutes, as reported previously, with several located more than 11 minutes from the nearest fire station and the low number of non-domestic fires overall means any failure has a bigger impact on performance.

PI12 - On Call availability reduced slightly during September to 72.1% resulting in the cumulative YTD average of 72.9% against the 90% target. Ironically 14 of the 16 appliances showed a positive variance in September, although the overall cumulative total for the quarter is still heavily influenced by the second appliance availability at Crook, Spennymoor & Barnard Castle with the average availability for the quarter being 21%, 33% and 41% respectively. At the end of the quarter the YTD figures show that only 6 appliances have achieved or exceeded the 90% target - D07P1, D08P1, D09P1, D10P1, D13P1, D14P1. The recent service wide recruitment campaign has been fairly successful, although will be reviewed to seek improvements. The only station that has not attracted any new candidates has been Crook where another campaign will be ran as soon as possible.

## Workforce

Performance Indicator	Objective	Q2 2017/18 Actual	Q2 Target	Actual vs Target	2016/17 Q2 Actual	Actual vs Previous Year
PI 40 - All Staff Sickness	Down	2.78	3	-7.33%	4.92	-43.5%
PI 69a – No. of Accidents to Personnel	Down	5	8	-37.5%	4	+25%
PI 71 – No. of Vehicle Accidents	Down	14	10	+40%	12	-16.7%

### Commentary:

PI40 - Overall, sickness across all categories has greatly improved this reporting year with a 43.5% reduction in shifts lost in comparison with this point last year. Significant decreases in absence levels were reported in the wholetime, FDO/day duty officers and the non-uniformed categories. RDS absence levels have also seen a decrease however remain relatively high due to a number of long term cases but these are being managed by the HR team and local managers. Absence levels within Control have remained comparable with last year's figures, predominantly due to long term absence.

PI69a - The number of personal accidents at the end of quarter two is comparable to the number of accidents at the same time last year and below the annual target performance. The Fire Brigades Union (FBU) have agreed to support the proactive health and safety visits to stations whenever they have a representative available. These have focussed on the individual responsibilities of the safe person principles, presentation of statistics and accident investigation outcomes. There are no identified trends or themes amongst the accidents as they have all occurred in varying circumstances and different environments. The FBU have welcomed the adoption of a revised approach to inviting participation in joint investigations of significant accidents and near miss/cause for concern incidents involving their members.

PI71 - There has been an increase in vehicle accidents in the first half of the reporting year with the current total projected to exceed year end target. The driving standards panel scrutinise each accident to determine causal factors and have found that the majority of accidents are procedurally compliant with the deployment of bankspersons but the consistent occurrences of vehicle accidents has prompted a new review into mitigating these events. A model used by the military is being evaluated where radio communications are used to communicate between bankspersons and the driver.

## Finance & Governance

Performance Indicator	Objective	Q2 2017/18 Actual	Q2 Target	Actual vs Target	2016/17 Q2 Actual	Actual vs Previous Year
PI 34 - % of Invoices paid within 30 days	Up	99.4	95.0	+4.6%	96.2	+3.3%
<p><b>Commentary:</b>            PI34 - Finance staff continue to ensure that late invoices are chased up to minimise those being paid late. Budget meetings are used to reiterate the importance of timely processing to budget holders.</p>						

## Assets

Performance Indicator	Objective	Q2 2017/18 Actual	Q2 Target	Actual vs Target	2016/17 Q2 Actual	Actual vs Previous Year
PI 30 - % of Emergency Estates Repairs responded to on time	Up	100	95.0	+5.3%	100	0%
<p><b>Commentary:</b>            PI30 - There were 3 Emergency Estates Repairs reported in September and all were responded to on time. With the insourcing of facilities management now complete, the team will review their performance measures ready for 2018/19</p>						

## RECOMMENDATIONS

2. CFA members are requested to:
  - a. **Note** the content of the report;
  - b. **Comment** on the reported performance.

Andrew Hopkinson, Area Manager, Assurance & Assets, 0191 375 5586