



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 20/27

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| MEETING | Wiltshire Local Performance & Scrutiny Committee |
| DATE OF MEETING | 25 November 2020 |
| SUBJECT OF THE REPORT | Performance Report for Quarter 2 |
| STATUS OF REPORT | For open publication |
| PURPOSE OF REPORT | For approval |
| EXECUTIVE SUMMARY | This paper sets out the performance achieved for the second quarter covering the period 1 July to 30 September 2020. |
| RISK ASSESSMENT | Failure to fully consider, develop and implement legal and effective governance arrangements will present significant risks to the Authority. Key amongst these risks are legal compliance, effective leadership and clarity of relationships between Members and Officers. |
| COMMUNITY IMPACT ASSESSMENT | The Authority previously agreed that the governance arrangements should include performance and scrutiny committees based upon the geography of the constituent authorities. These are innovative arrangements designed to ensure that within a larger combined Authority there is still a clear, local focus and greater local accountability. |
| BUDGET IMPLICATIONS | None for the purposes of this report |
| RECOMMENDATION | Members are asked to scrutinise and approve performance for quarter 2. |
| BACKGROUND PAPERS | https://dwfrs.dashboard.cammsgroup.co.uk/#/ |

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| APPENDICES | None |
| REPORT ORIGINATOR AND CONTACT | Name: Area Manager, Seth Why Email: seth.why@dwfire.org.uk Tel: 07785 388741 |

1. Introduction

- 1.1 The concept of Local Performance & Scrutiny (LPS) Committees was recommended to the Shadow Authority on 23 October 2015. The principle was to provide a mechanism for ensuring local accountability, focus and on-going support for matters relating to the geographical areas of the then five constituent local authorities. At their meeting on 23 June 2016, Members of the Authority approved the process for running of the LPS Committees.
- 1.2 This meeting also approved the agenda for the running of these LPS Committee meetings. This agenda explains that performance for each quarter will be scrutinised and approved by Members.

2. Key Lines of Enquiry

- 2.1 The formation of LPS Committees is an innovative concept, which is intended to ensure local accountability and performance monitoring within a larger fire and rescue authority.
- 2.2 Members of the Authority have previously decided that reporting and scrutinising performance should be based around the five strategic priorities. LPS Committees review and scrutinise performance against the following three priorities, while the Finance & Audit Committee reviews performance against the fourth and fifth priorities – Making every penny count and Supporting and Developing our People:
 - Making safer and healthier choices
 - Protecting you and the environment from harm
 - Being there when you need us.
- 2.3 Part of this innovative approach to reporting and scrutiny has been to anchor reporting to specific Key Lines of Enquiry (KLOE). Each of the strategic priorities is supported by KLOEs, which are designed to pose specific questions, which in answering, provide Members with an evidence base to explain what has been put in place to deliver the priorities and show how Dorset & Wiltshire Fire and Rescue Service is changing and saving the lives of residents in Bournemouth, Christchurch & Poole, Dorset, Swindon and Wiltshire.
- 2.4 In April 2020, the Service revised its KLOEs to align with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) methodology within its three pillars of Effectiveness, Efficiency and People. This alignment is designed to provide evidence of the Service's performance against the methodology and to allow Members to monitor and scrutinise the Service's performance to ensure it continues to achieve the overall HMICFRS rating of 'good'. This exercise reduced the number of KLOEs from 20 to 13.

- 2.5 A baseline assessment was completed for 2019-20 against each KLOE and the evidence collected for each has been assessed against four levels to determine the overall level of performance that has been achieved.
- Inadequate
 - Requires improvement
 - Good
 - Outstanding.
- 2.6 This assessment explains and outlines to residents, partners and the wider community what is being done to improve the safety and well-being of all our communities.

3. Quarterly reporting

- 3.1 The evidence base supporting each KLOE is, by its nature, mostly generic across the four areas – Bournemouth, Christchurch & Poole, Dorset, Swindon and Wiltshire. It is important therefore that each LPS Committee also receives a quarterly report to provide an update on the specific outcomes that have been achieved within the area. These outcomes are explained in a narrative for each KLOE supported by Key Performance Indicators via an online dashboard.
- 3.2 To report on performance effectively at a local level, we have developed a performance and activity management assurance system that provides for line of sight from workplace to Authority level. This approach is a key part of LPS Committee meetings and provides our local communities with a means and understanding to engage and scrutinise the performance of their local services.
- 3.3 Sections 4-8 below provides a summary of the performance for each KLOE. This is supplemented by KLOE sub-diagnostic commentary and Key Performance Indicators, which can be viewed on the online dashboard [here](#).

4. KLOE 1 performance summary

- 4.1 KLOE 1 – How well do we understand the risk of fire and other emergencies?
- 4.2 Performance against this KLOE remains on track with no significant issues to raise with Members.
- 4.3 Availability and attendance of wholetime appliances remains good and in line with the corporate target. Any failure to arrive at an incident within ten minutes is rare and will be due to exceptional circumstances. These occasions are thoroughly investigated by station managers and any possible actions taken to ensure this is minimised.

- 4.4 In this quarter, on-call appliances were available to respond to incidents over 65.07% of the time. Whilst the availability of on-call appliances continues to be stable, there are a number of initiatives underway to improve this further, including a Service wide on-call pay model introduced in October 2020, a review of on-call staff current contract availability so that we can better target recruitment at station level to any availability gaps and succession planning to maintain availability and support recruitment.
- 4.5 On-call support officers (OCSO) are proactive in recruitment in local communities, promoting the Service through 'have a go' events. The coronavirus pandemic has restricted some of our progress, but we are working to establish new ways for the public to understand more about our Service, such as our virtual open day on Facebook.
- 4.6 At this stage there is no requirement for support from Members in this area.

5. KLOE 2 performance summary

- 5.1 KLOE 2 – How effective are we at preventing fires and other risks?
- 5.2 Performance against this KLOE is currently being monitored with some areas to highlight with Members.
- 5.3 Increasing partnership referrals remains a key focus for the Safe & Well team, particularly from hospitals and health care organisations. Whilst the coronavirus pandemic has changed the way we interact and provide home fire safety advice for the vulnerable, we have continued to deliver safe and well visits for the most vulnerable in the Wiltshire community.
- 5.4 Social distancing measures put in place have inevitably impacted our ability to deliver face to face prevention activities this quarter, including education, youth intervention and road safety. Teams have adapted their delivery where possible or focused their efforts on other methods of engagement such as social media. This has included sharing government and partner agency key messages surrounding coronavirus pandemic awareness. It has also enabled the team to focus on building relationships and planning for future activities in prevention. Stations continue to be proactive in prevention messages, with a recent focus on disposable BBQs and water safety.
- 5.5 We are developing an evaluation of our prevention activities to measure the impact they are having on preventing fires and other risks. Alongside this is the value for money framework which provides evidence of the Service, partner and wider societal savings from our prevention interventions.
- 5.6 At this stage there is no requirement for support from Members in this area.

6. KLOE 3 performance summary

- 6.1 KLOE 3 How effective are we at protecting the public through the regulation of fire safety?**
- 6.2 Performance against this KLOE remains on track with no significant issues to raise with Members.
- 6.3 Progress against our programme of fire safety audits at high risk premises with sleeping risk is being monitored due to the downturn in proactive audits because of the current coronavirus pandemic. Fire Safety teams are adapting to new ways of working and inspecting care homes and other sleeping accommodation to ensure fire regulations are maintained to a high standard.
- 6.4 From April 2020, a new strategy was implemented for automatic fire alarms at commercial premises only whereby we will no longer attend between the hours of 8am and 6pm. Year to date, this is showing an 80% reduction in the number of unwanted automatic fire alarms compared to the previous year across the Service, representing cashable savings to the Service of £32,175 and 210 hours returned to wholetime operational crews to carry out prevention and training activities.
- 6.5 At this stage there is no requirement for support from Members in this area.

7. KLOE 4 performance summary

- 7.1 KLOE 4 – To what extent are consistent, rigorous and open systems in place to evaluate operational performance and make operational improvements?**
- 7.2 Performance against this KLOE remains on track with no significant issues to raise with Members.
- 7.3 The use of the Operational Effectiveness Database (OED) continues to be effective in evaluating and improving operational performance. Operational assurance officers attend incidents to support incident commanders and audit incident ground paperwork and hot debriefs.
- 7.4 Following the publication of the Grenfell Tower Inquiry Phase 1 Report, Officers are focusing on internal learning and improvement, equipment, operational training, call handling and information gathering.
- 7.5 Strategic department actions relating to National Operational Guidance (NOG) are being monitored by Officers and currently this is progressing on track with our current focus on the NOG Strategic Training Gap Analysis.
- 7.6 At this stage there is no requirement for support from Members in this area.

8. KLOE 5 performance summary

8.1 KLOE 5 – How effective are we at responding to major and multi-agency incidents?

- 8.2 Performance against this KLOE remains on track with no significant issues to raise with Members.
- 8.3 The Resilience department continues to work closely with Local Resilience Forums (LRF) to capture community risks and ensure the safety and wellbeing of the community, particularly during the coronavirus pandemic. The Service has invoked its internal pandemic plan to support the management of the Service through this pandemic.
- 8.4 Service exercise governance continues to be strengthened via a programme of exercising, including at our highest risk Control of Major Accident Hazards (COMAH) sites. The development of fire and rescue service specific tactical response plans continues for these COMAH sites to ensure clear guidance in the event of an incident at one of these sites. Programming is also underway with our LRF partners for a series of high-rise training exercises with real time evacuations.
- 8.5 At this stage there is no requirement for support from Members in this area.

November 2020