



DORSET & WILTSHIRE
FIRE AND RESCUE

Item 21/55

Performance overview

April - September 2021

Derek James
Deputy Chief Fire Officer

PRIORITY 1

MAKING SAFER AND HEALTHIER CHOICES

(..reducing danger and risky behaviour)

home safety
road safety
education
youth engagement



Understanding and preventing risk

	Key line of Enquiry	Progress
KLOE 1	How well do we understand the risk of fire and other emergencies?	ON TRACK
KLOE 2	How effective are we at preventing fires and other risks?	ON TRACK

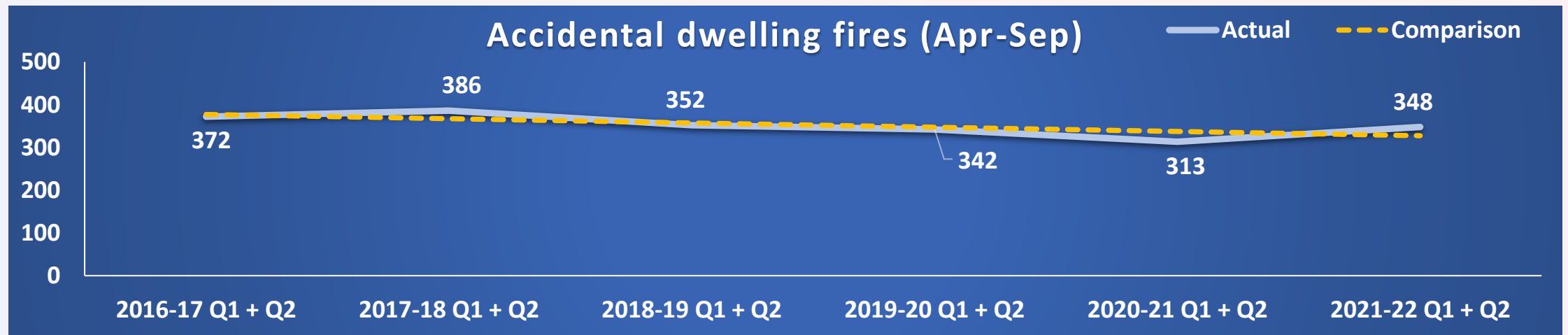
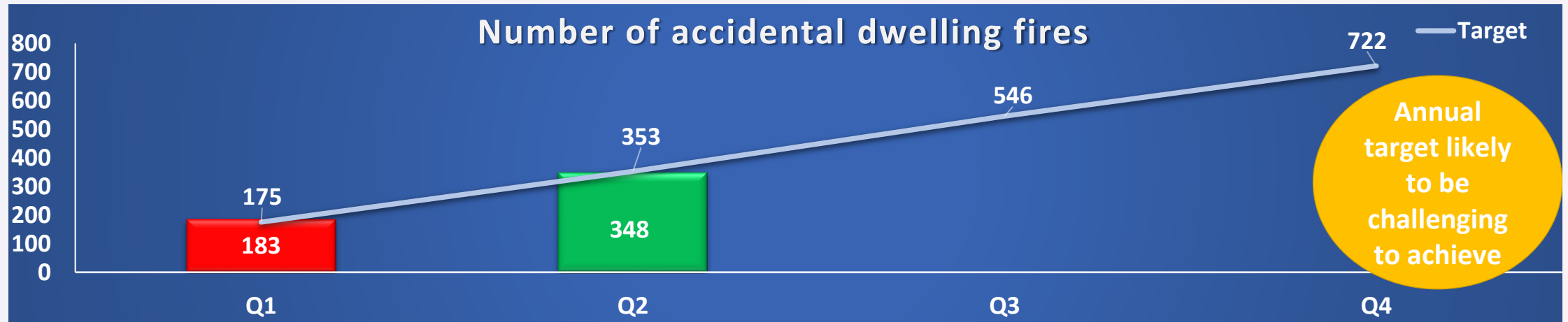


Safe and well visits in the home



Accidental dwelling fires

We will reduce the number of accidental dwelling fires, compared to the average attended during the last five years

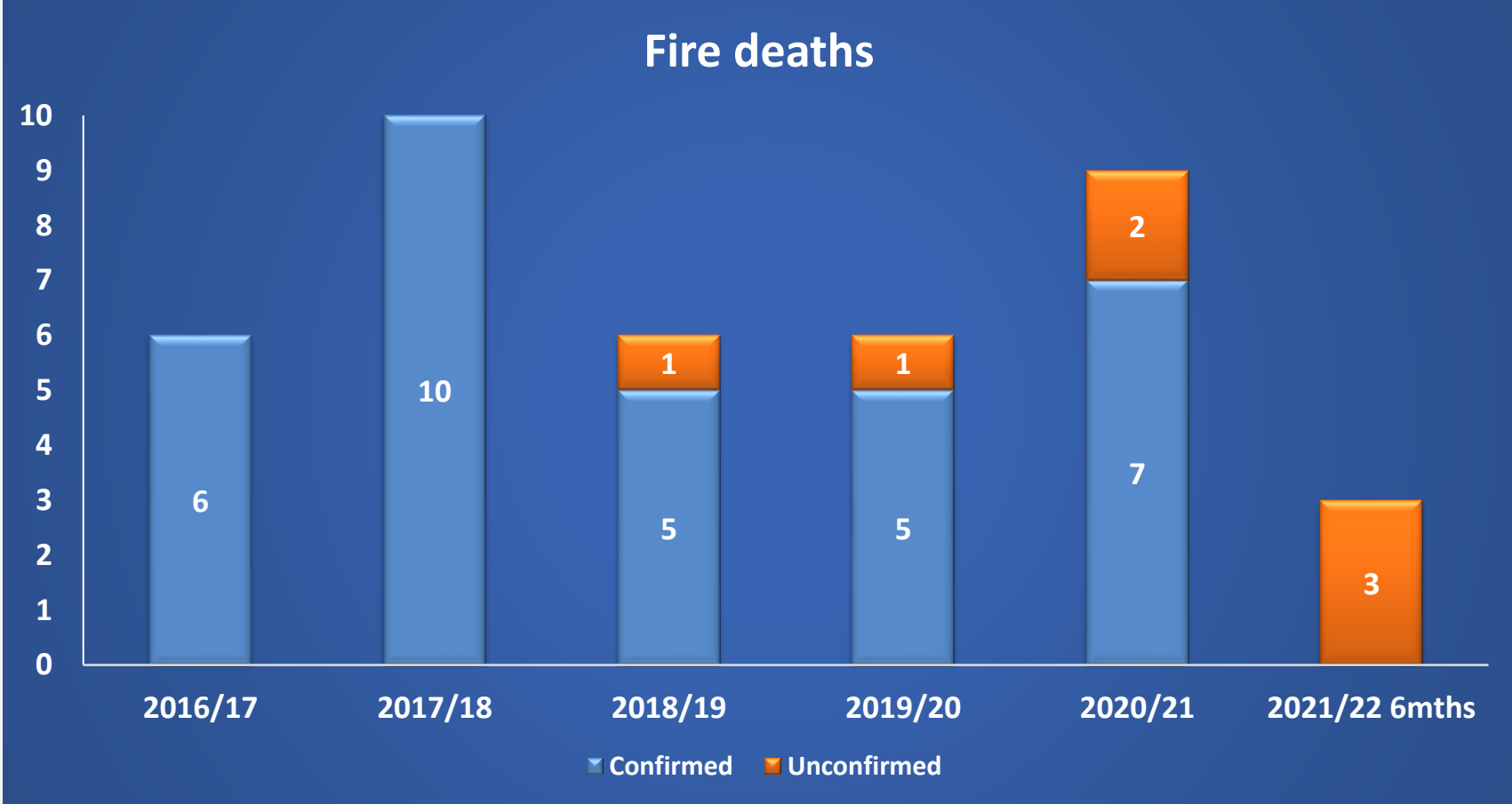


Confirmed fire related deaths

0
Fire deaths confirmed to date

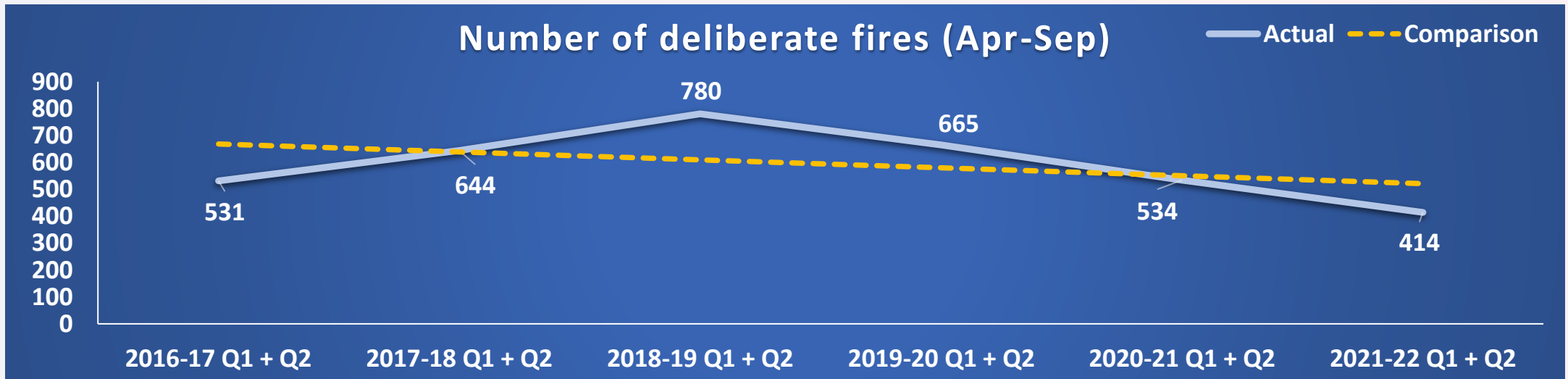
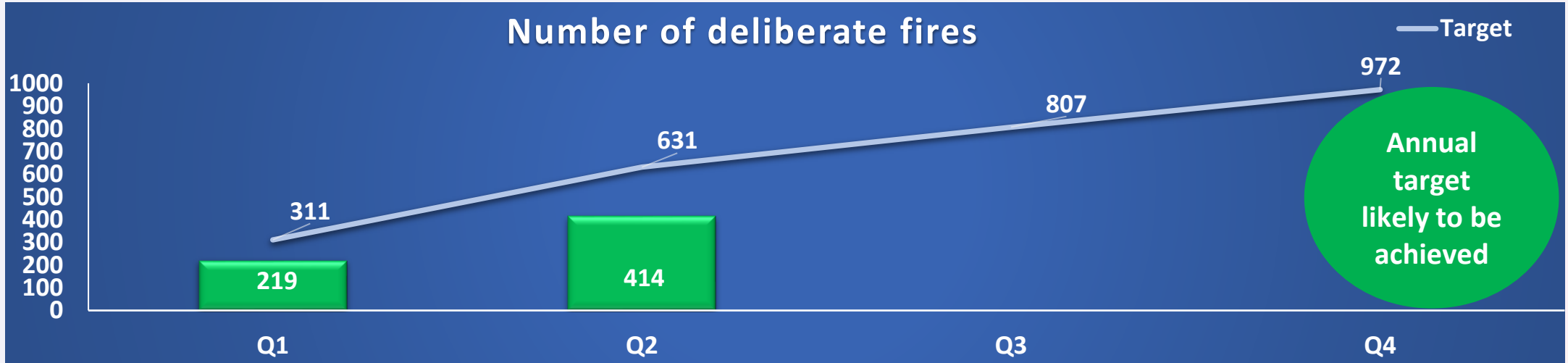
3
Deaths at fire related incidents awaiting Coroner's verdict

2021-22

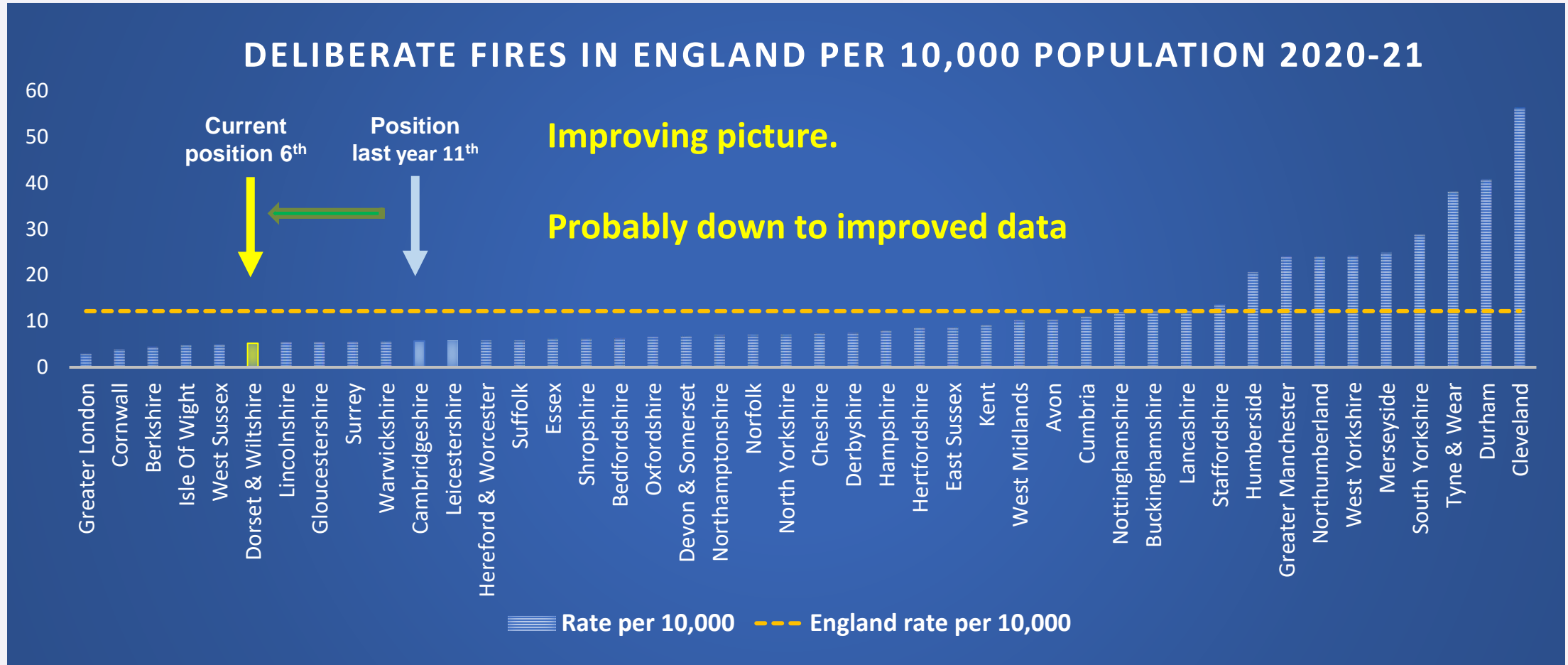


Deliberate fires

We will reduce the number of deliberate fires, compared to the average attended during the last five years



Deliberate fires- all England



Value for money: Savings from deliberate fires

Societal savings	£1,051,878
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For us:

Non-cashable savings	£33,882
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Cost avoidance	£31,364
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Based on economical cost of fire report adjusted
for inflation and internal unit cost averages

Road Safety

So far this year:

- 207,398 people have received road safety messages through targeted social media
- 14 road partnerships attended
- 24 digital road safety education events with our partners

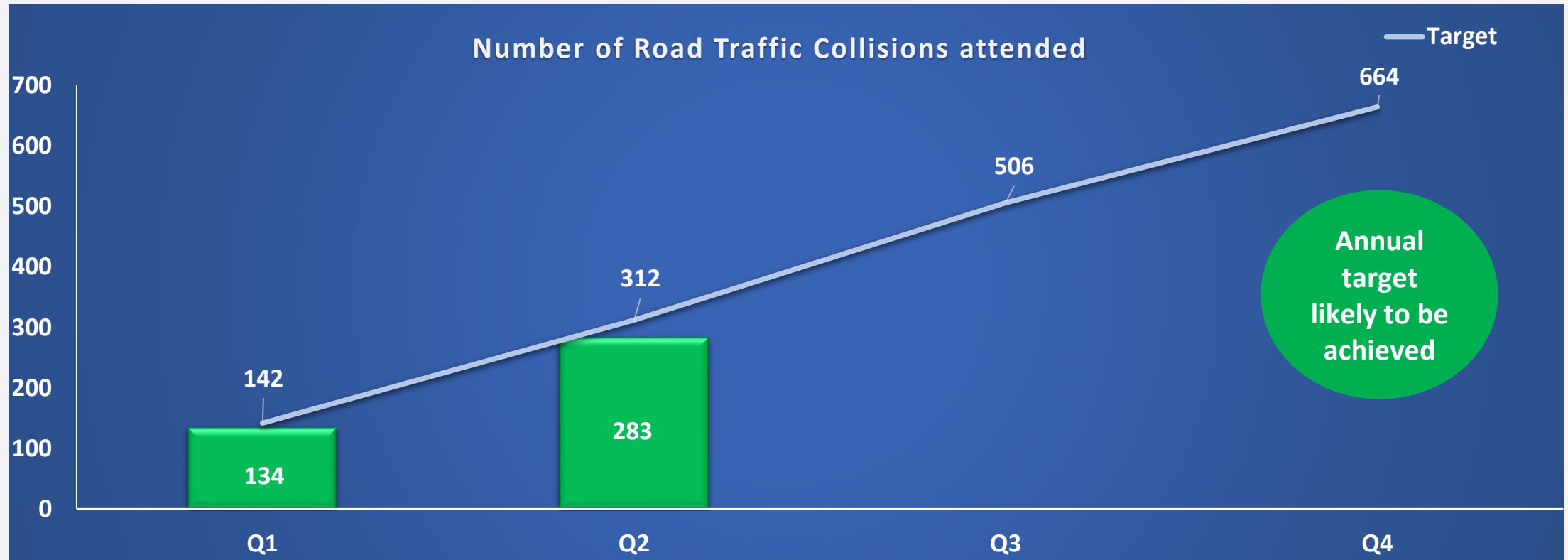
Now chairing a Road Injury Prevention Panel to initiate intelligence-led campaigns and interventions based on previous crash data and incidents.



- **Global Road Safety Week** May
- **#StandingUpForBeltingUp** June
- **National Speed Operation** July
- **Drug Driving Week** Aug
- **Vulnerable Road Users** Sept

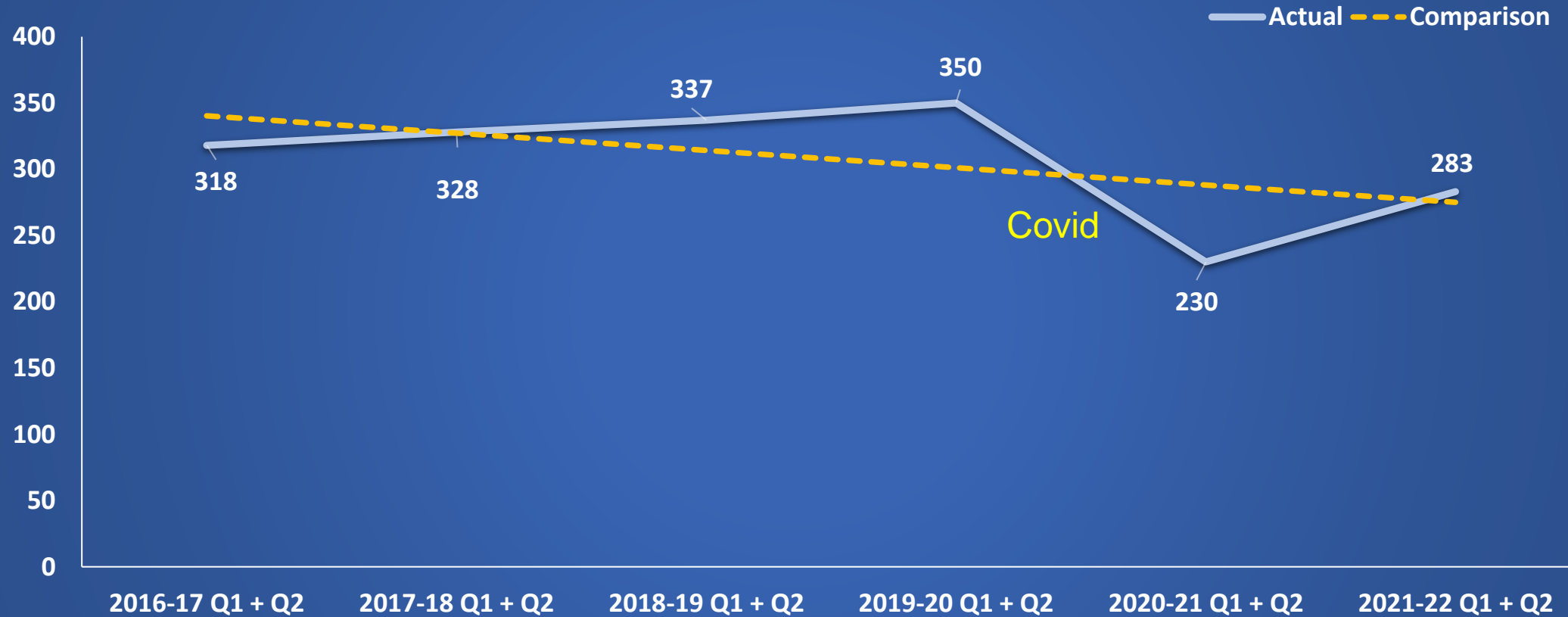
Road safety

We will reduce the number of road traffic collisions compared to the average attended during the last five years



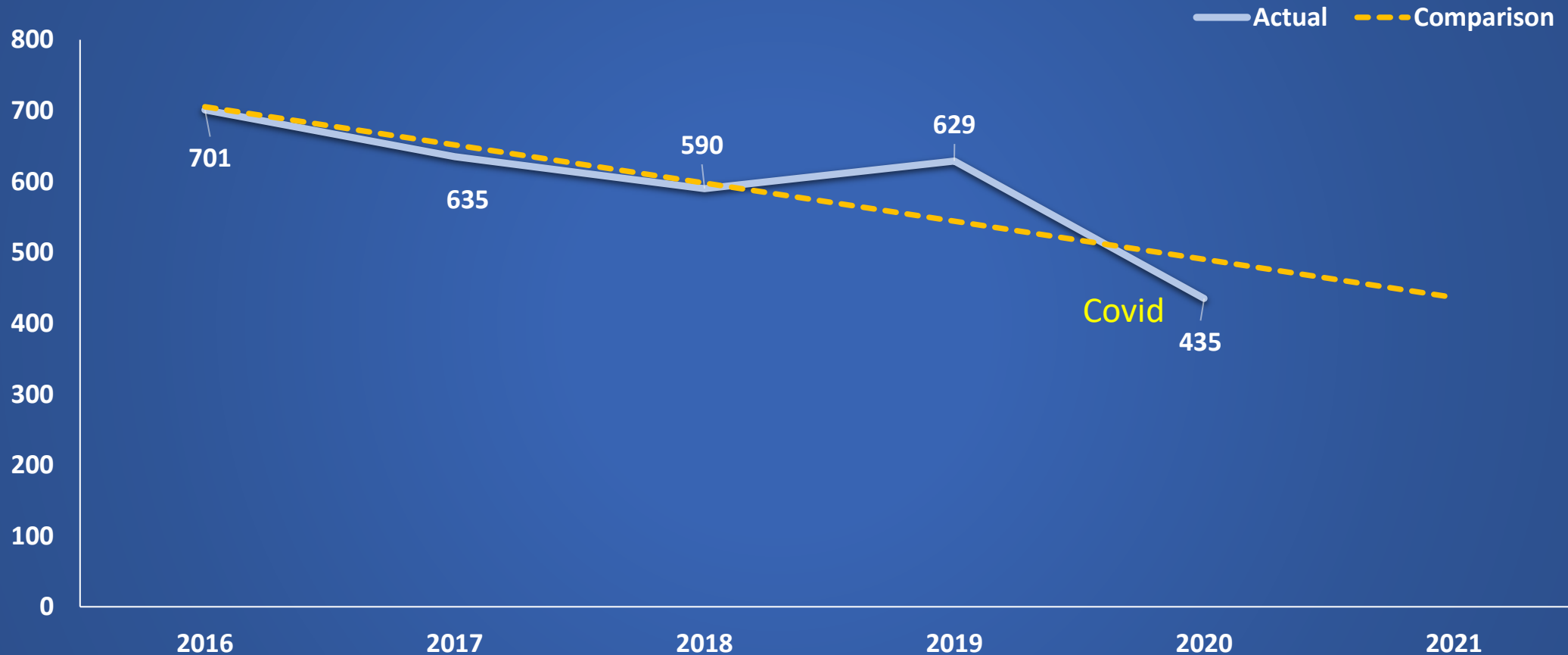
Road safety- long term trends

Number of Road Traffic Collisions attended (Apr-Sep)



Road safety- long term trends

Number people killed or seriously injured in Road Traffic Collisions



N.B Partnership data by **calendar year** and always with a reporting lag

Value for Money

Savings from Road Safety Education

Societal savings	£2,325,547
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For us:

Non-cashable savings	£8,808
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Cost avoidance	£12,324
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Based on economical cost of fire report adjusted for inflation, internal unit cost averages and a 1% success rate of attendees at Safe Drive Stay Alive.

Youth engagement – Prince's Trust



Prince's Trust Achieve Course took place instead of our normal delivery due to the pandemic.

On this course, 7 out of the 8 young people that attended have gone into employment, education or training within 3 months of completing the course.

Overall, 32 young people have attended Prince's Trust courses so far this year. Assuming a 70% reduction in NEET (not in Education, Employment or Training), the societal savings will be £135,322.

Value for money

Societal savings
£135,322

Societal return on investment
£3.16 per £1 invested

based on 70% no longer being not in Education, Employment or Training (at a cost of £6,151 per student, per year)

Continued community support during the ongoing pandemic

Supporting our health and care workers

Face fitting



68 Face Fit tests undertaken by the Service
(1,874 in total)



Ambulance driving

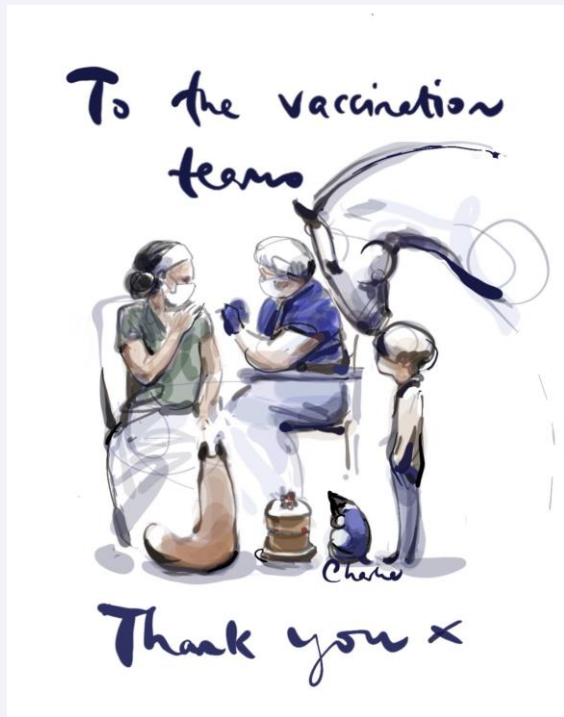


22 firefighters driving emergency ambulances. These staff have covered 670 shifts. (2,254 in total) Minimal impact to fire cover

Continued community support during the ongoing pandemic

Supporting the vaccination programme

Mass vaccination centre in Salisbury



26 members of corporate and operational staff have covered 344 shifts

Supporting the vaccination bus and boat



Helped to promote and encourage community engagement as the bus travelled around Wiltshire and Swindon, with fire stations amongst the sites used



Supported the targeting of boaters who live and work on the water between Bath and the Vale of Pewsey

PRIORITY 2

PROTECTING YOU AND THE ENVIRONMENT FROM HARM

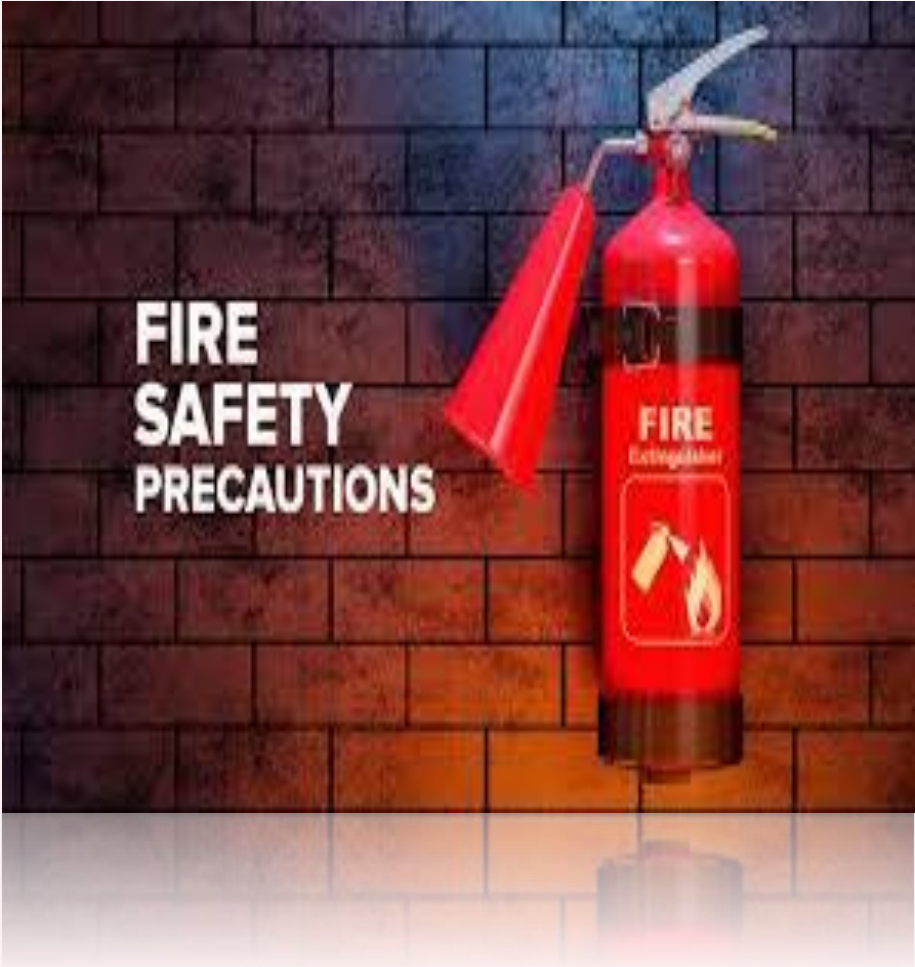


(..safer buildings, businesses and places)

commercial building
high risk buildings
thatch and heritage buildings
wildfire and severe weather

Performance against key lines of enquiry

Key line of enquiry	Key line of Enquiry	Progress
KLOE 3	How effective are we at protecting the public through the regulation of fire safety?	ON TRACK

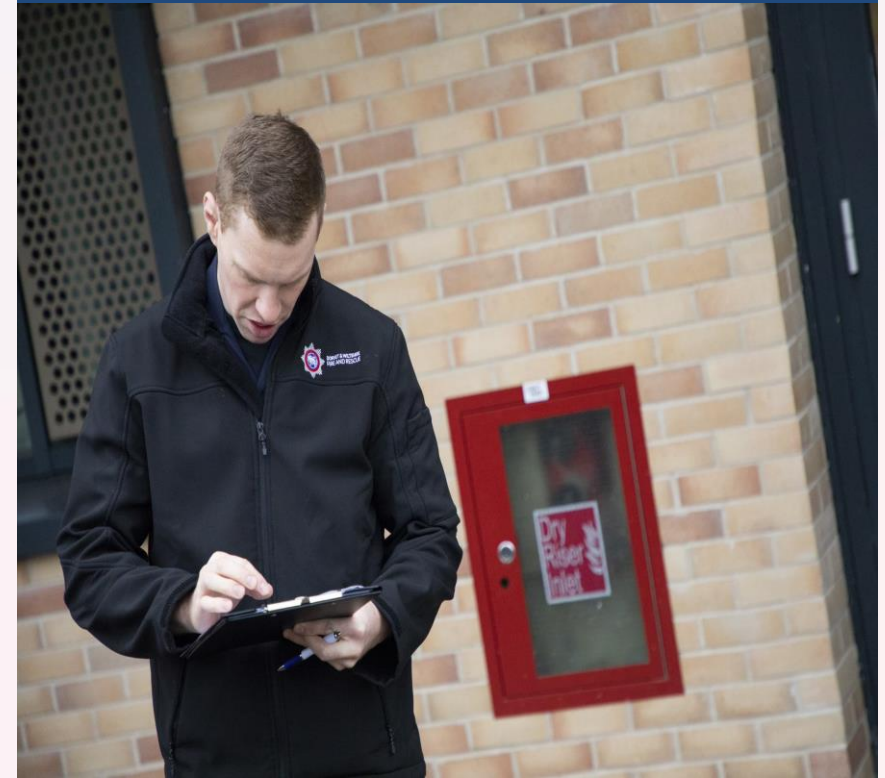


High rise building safety

Further strengthened procedures,
training and equipment



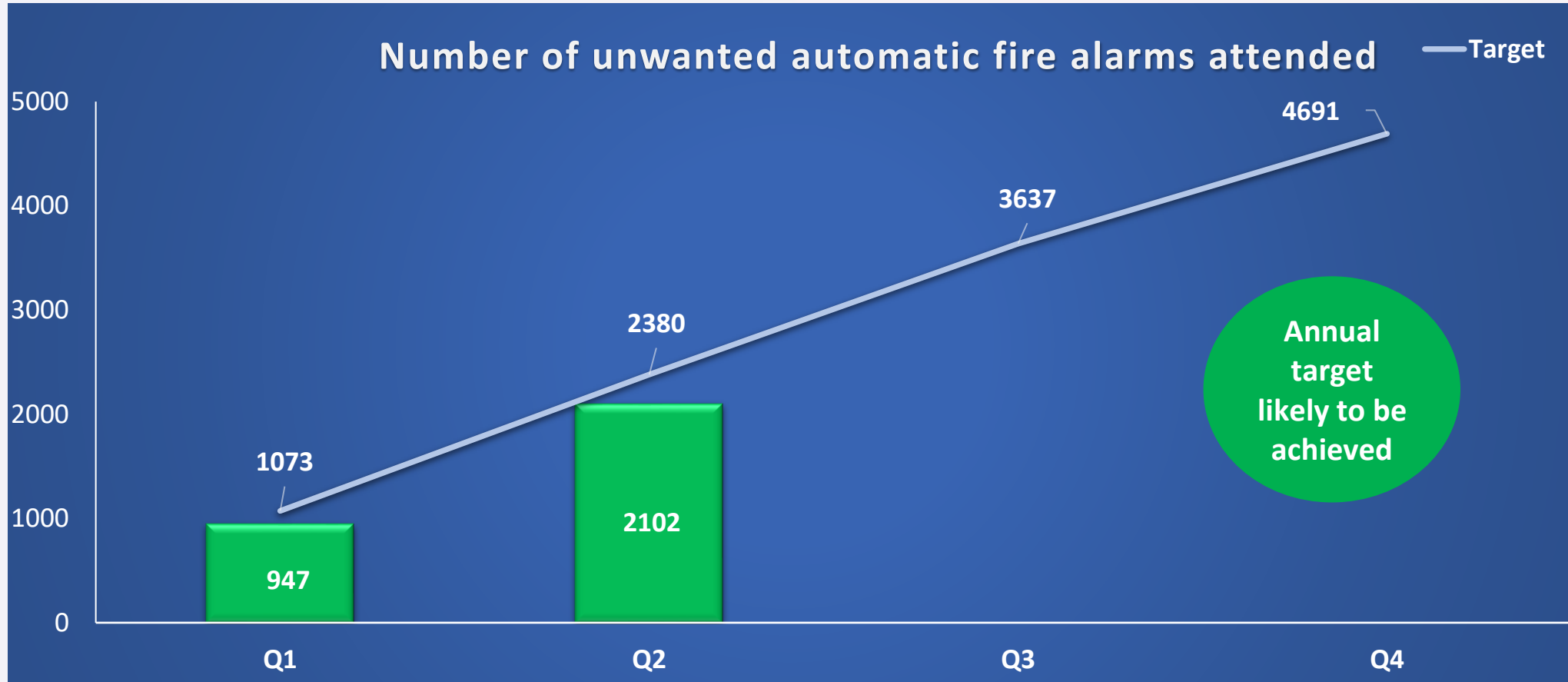
High rise building risk review
ahead of schedule 89% complete against 80%
target



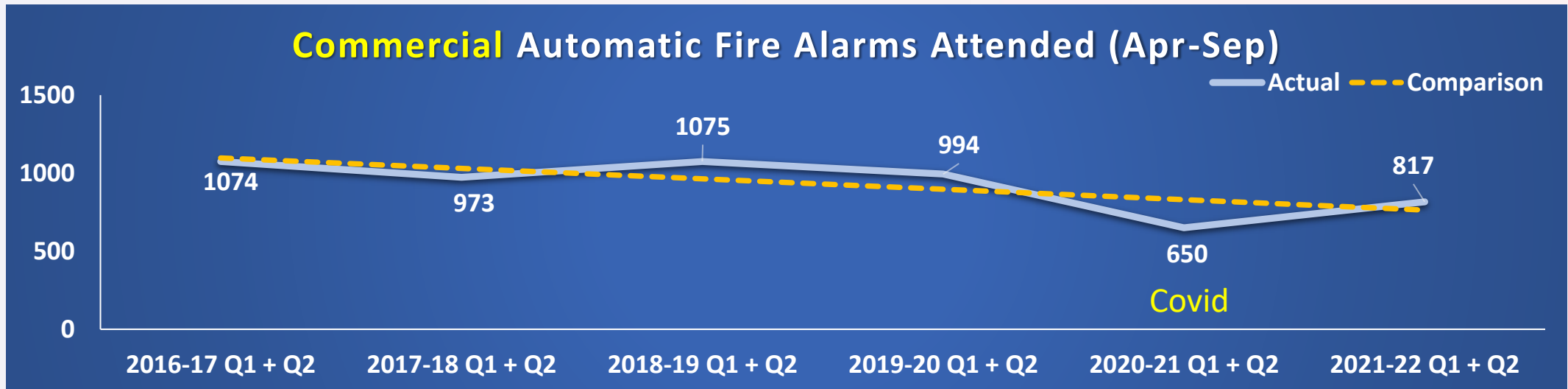
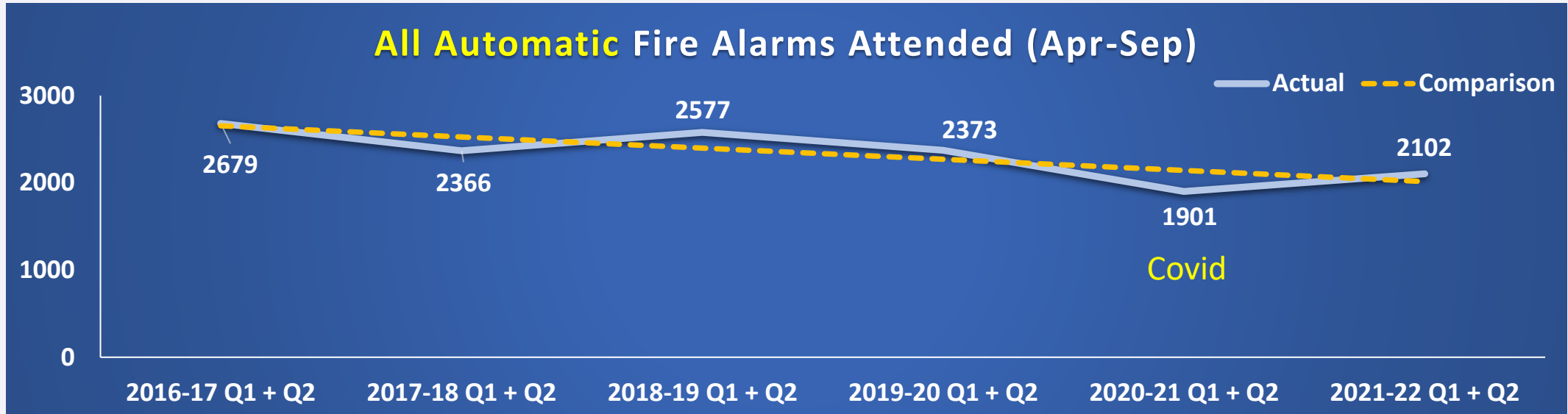
PASSIONATE ABOUT
CHANGING & SAVING LIVES

Unwanted automatic fire alarms

We will achieve a reduction in our attendance at unwanted automatic fire alarms, compared to the average attended during the last five years



Unwanted automatic fire alarms - Trends



Savings from non-attendance at Non-Domestic Automatic Fire Alarms

Non-cashable savings	£29,834
Cost avoidance	£18,285

Based on economical cost of fire report adjusted for inflation and internal unit cost averages

PRIORITY 3

BEING THERE WHEN YOU NEED US

(..emergency response)

responding to incidents
specialist incidents
medical response

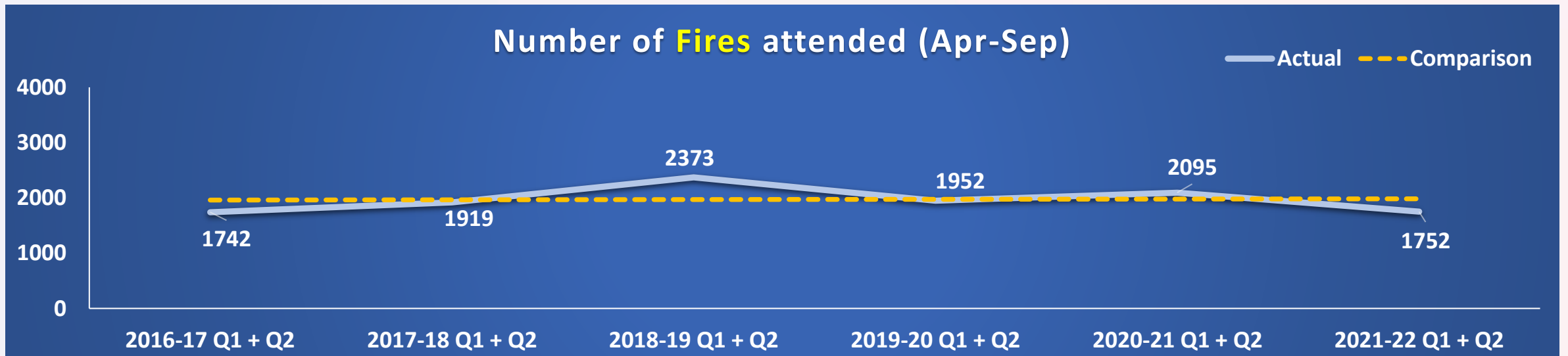
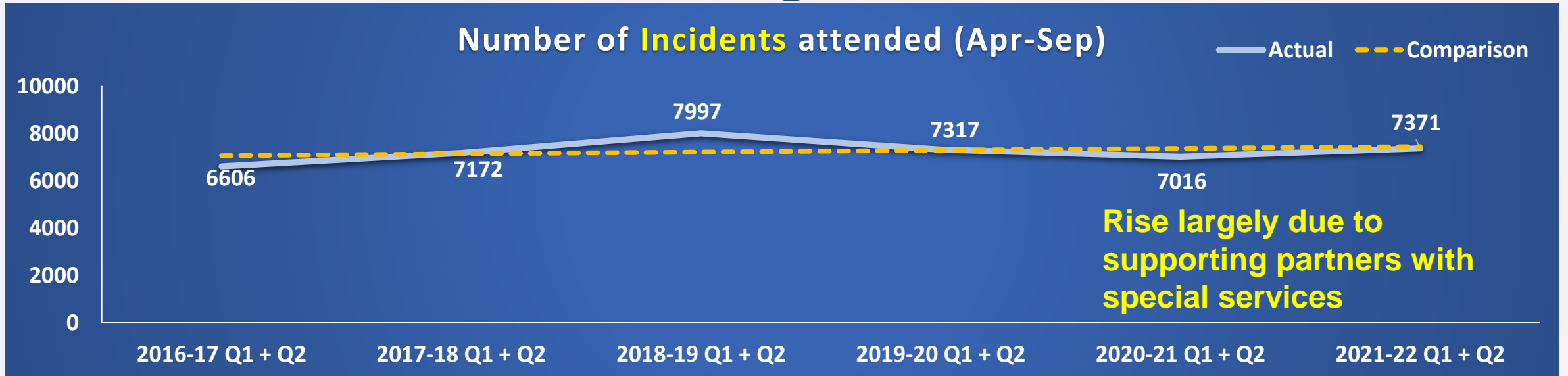


Performance against key lines of enquiry

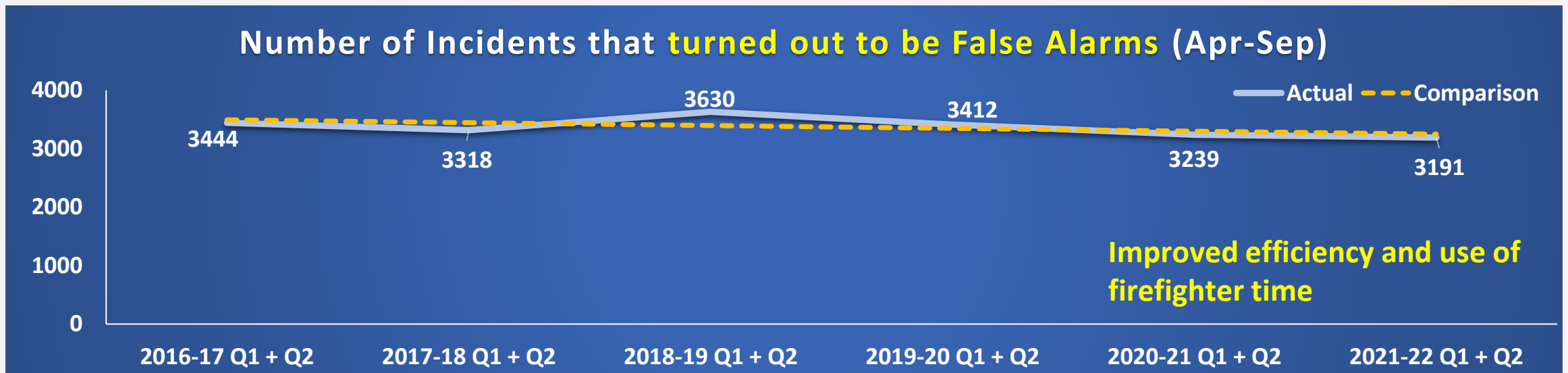
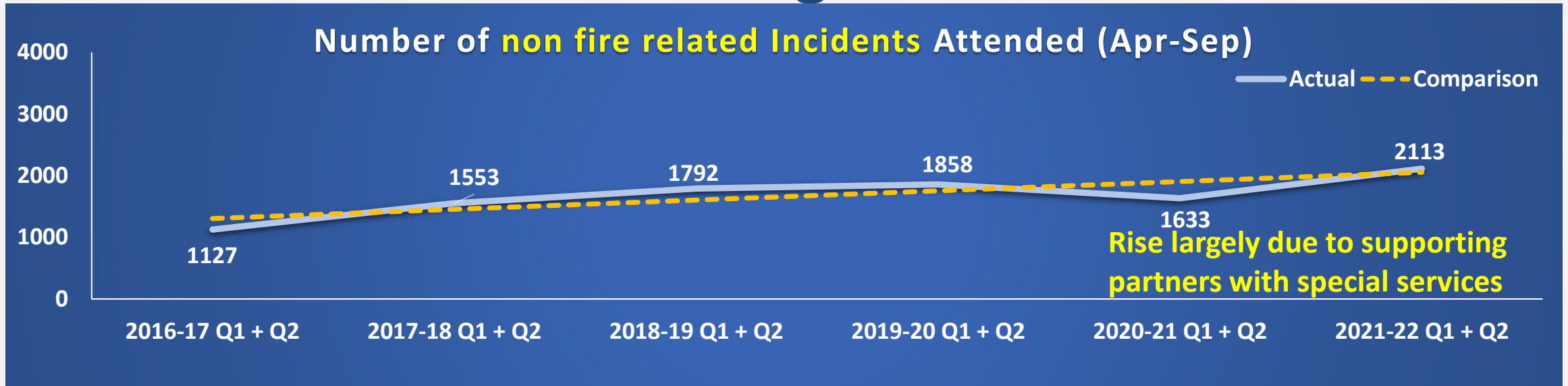
	Key line of Enquiry	Progress
KLOE 4	How effective are we at responding to fires and other emergencies?	ON TRACK
KLOE 5	How well prepared are we to respond to major and multi-agency incidents?	ON TRACK



Demand – long term trends

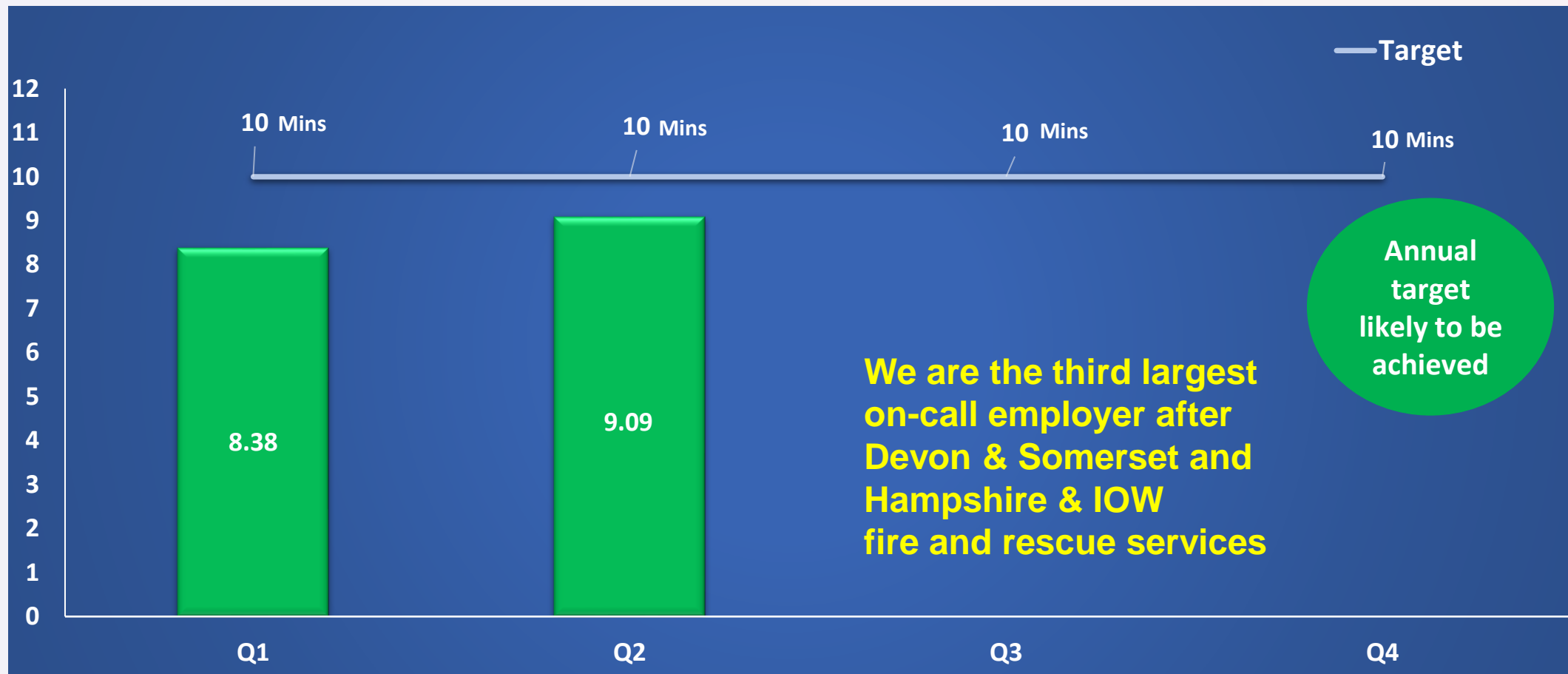


Demand – long term trends



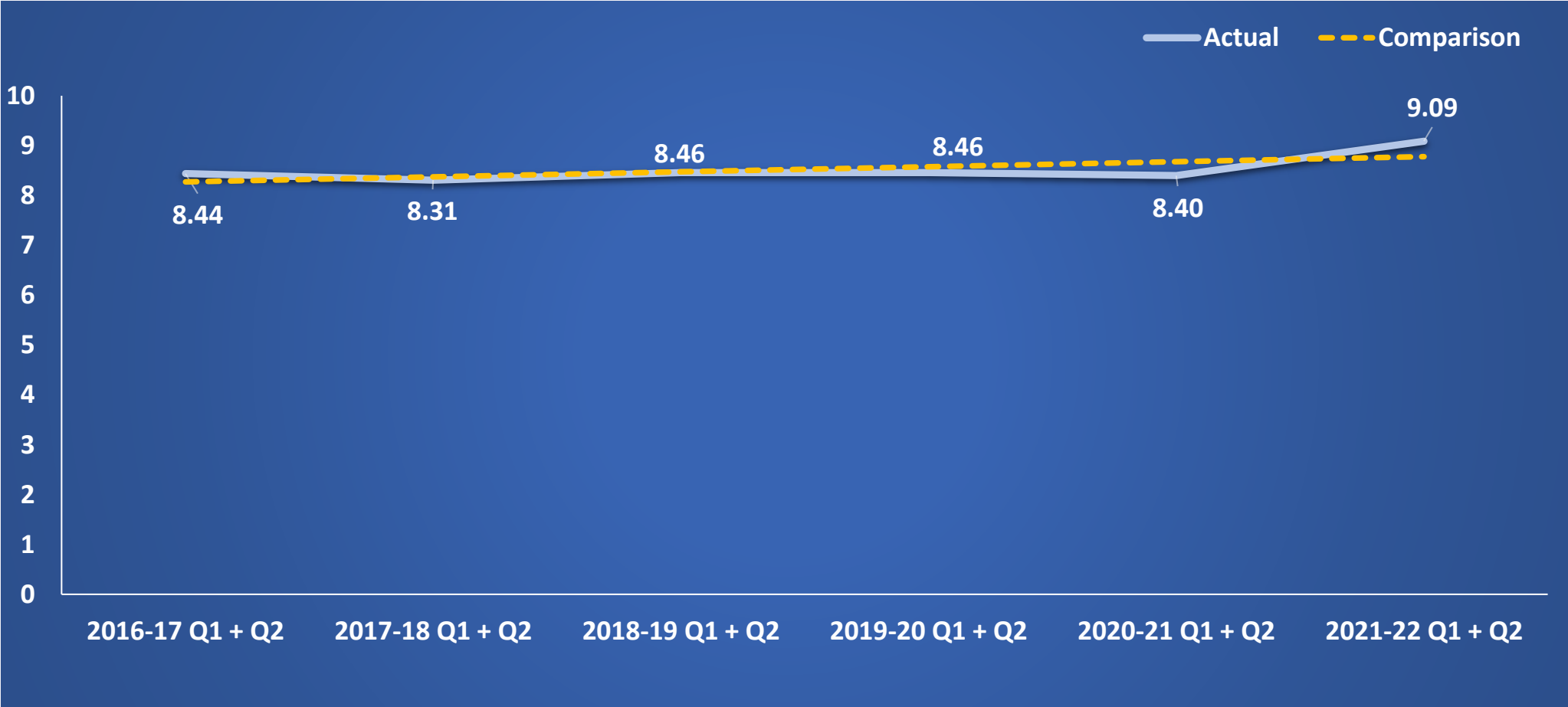
First appliance in attendance in sleeping risk premises

We will achieve a 10 minute response time for the first appliance in attendance at confirmed fires in sleeping risk premises. (This includes call handling, turnout and travel time)



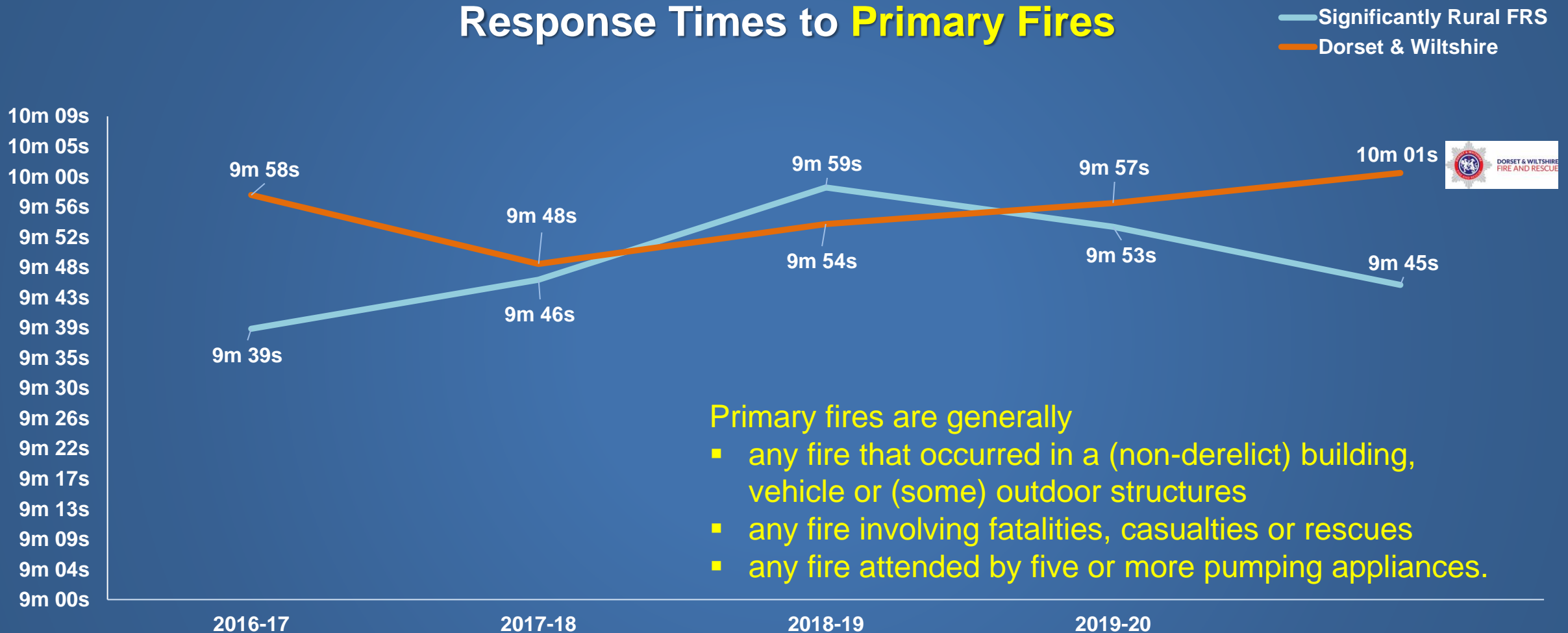
First appliance in attendance in **sleeping risk premises** – long term trend

We will achieve a 10 minute response time for the first appliance in attendance at confirmed fires in sleeping risk premises. (This includes call handling, turnout and travel time)



Response times Nationally – Home Office data

Response Times to **Primary Fires**



Primary fires are generally

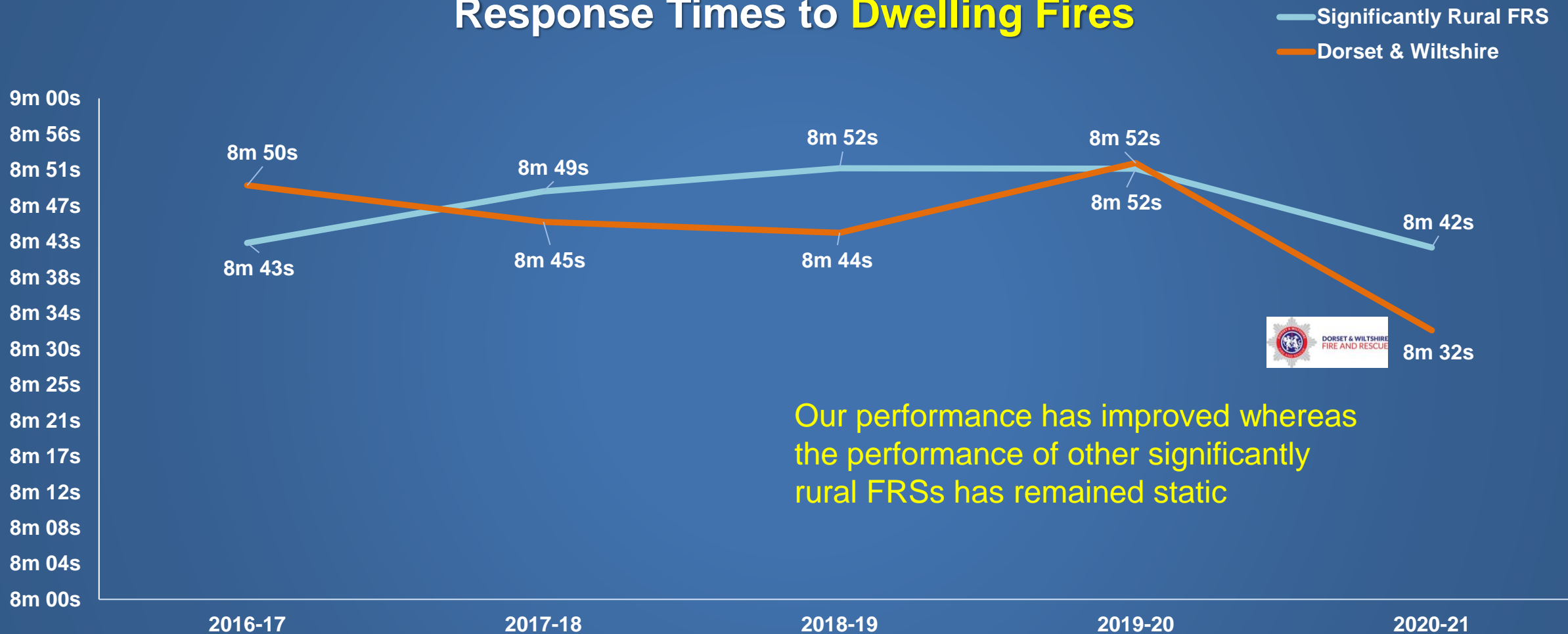
- any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures
- any fire involving fatalities, casualties or rescues
- any fire attended by five or more pumping appliances.

PASSIONATE ABOUT

CHANGING & SAVING LIVES

Response times Nationally – Home Office data

Response Times to Dwelling Fires



Our performance has improved whereas the performance of other significantly rural FRSs has remained static

Issues affecting appliance availability



Less people in towns and villages

Employers often less willing to release their employees for on-call response

Changing expectations more generally towards doing work that can significantly restrict working and family lives

A need to maintain and evidence growing competences and statutory requirements

Needing to recruit further away from station to secure enough recruits to get the appliance on the run

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Improving recruitment and retention of on-call firefighters

- New pay model to help incentivise availability
- Steering group to involve those working the system
- Reviewing contracts to better optimise cover
- Improved competence recording
- Social Media to promote on-call recruitment
- Made drill nights more flexible
- Streamlined the recruitment process
- Community profiling to target skills and work
- On-call Support Officers and Station Manager



PRIORITY 4



MAKING EVERY PENNY COUNT

(..being well managed and spending money wisely)

governance and financial management

business continuity

health and safety

asset and technology management

information governance

Performance against key lines of enquiry

	Key line of Enquiry	Progress
KLOE 6	How well do we use resources to manage risk?	ON TRACK
KLOE 7	How well are we securing an affordable way of managing the risk of fire and other risks now and in the future?	ON TRACK
KLOE 12	How effective is the Occupational Health and Safety management system in the Fire and Rescue Service?	ON TRACK
KLOE 13	Are effective governance and decision-making arrangements in place?	ON TRACK



Governance



Positive report on Service's response to C-19 pandemic

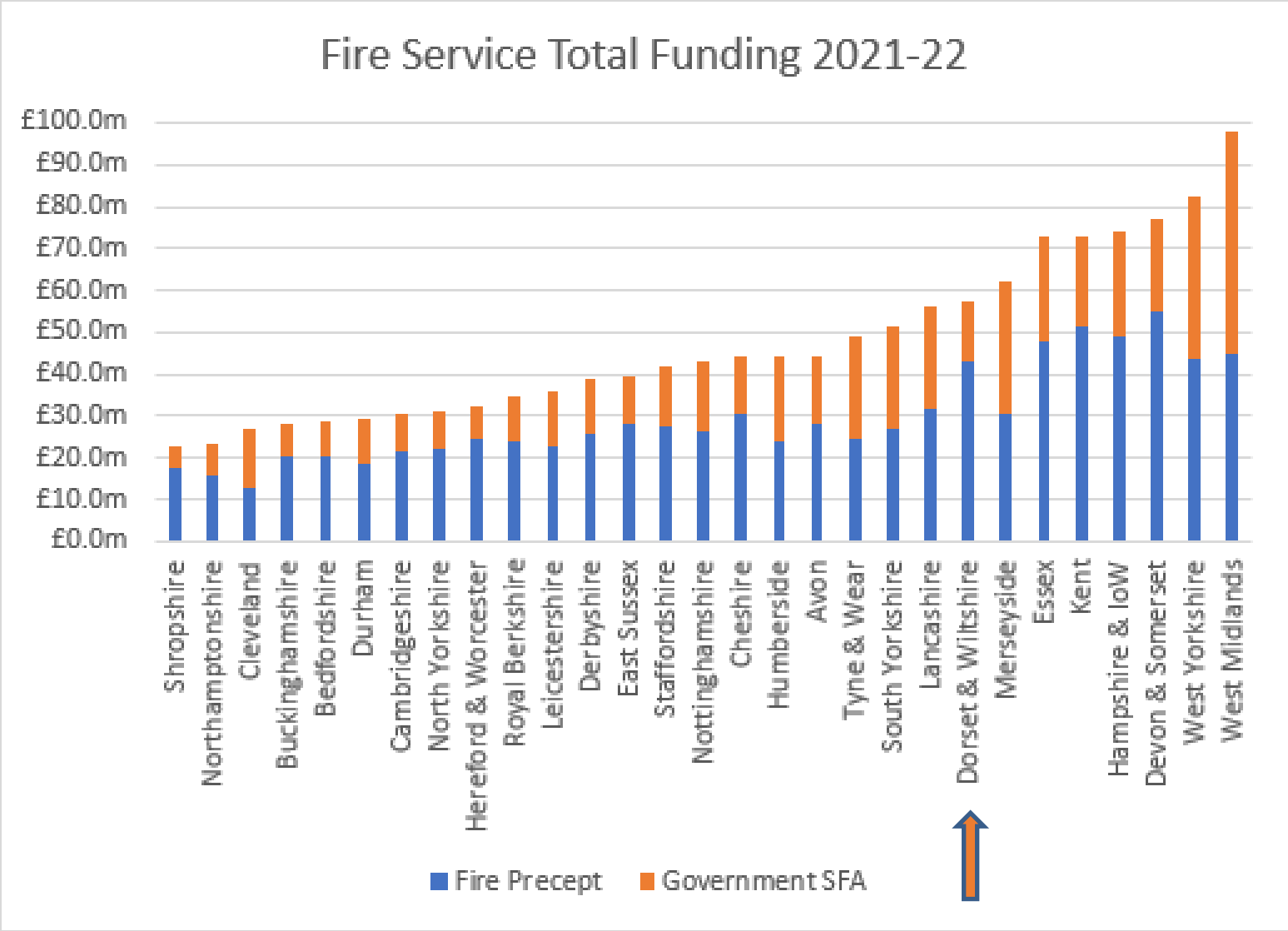


Clean bill of health from external auditors

Positive internal audit position

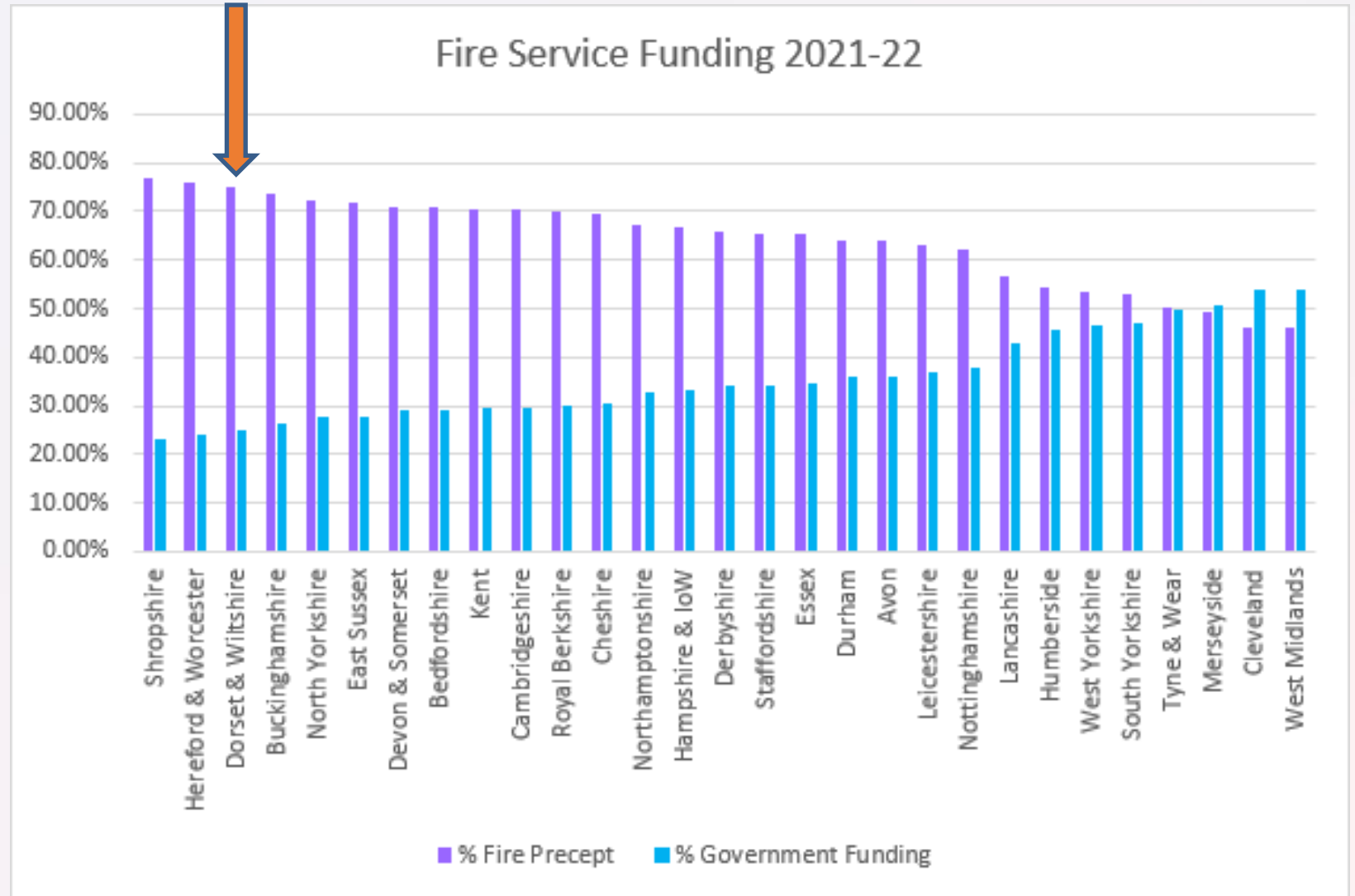
Audit Name	Status	Opinion
Operational Obsolescence	Final	Adequate
Pensions Administration and Employer Contributions Review	Final	Adequate
General Ledger (Cash and Bank)	Final	Substantial
Corporate Performance Management Framework	Final	Substantial
Skills Management and Competency Recording	Final	Substantial
Leadership Development	Final	Substantial
Strategic Planning and Stakeholder Engagement	Not Started	
Fixed Assets and Inventories – Stock, Stores and Equipment	Not Started	

Total funding for Combined Fire Authorities in England



**We are more heavily
reliant of fire precept
than most**

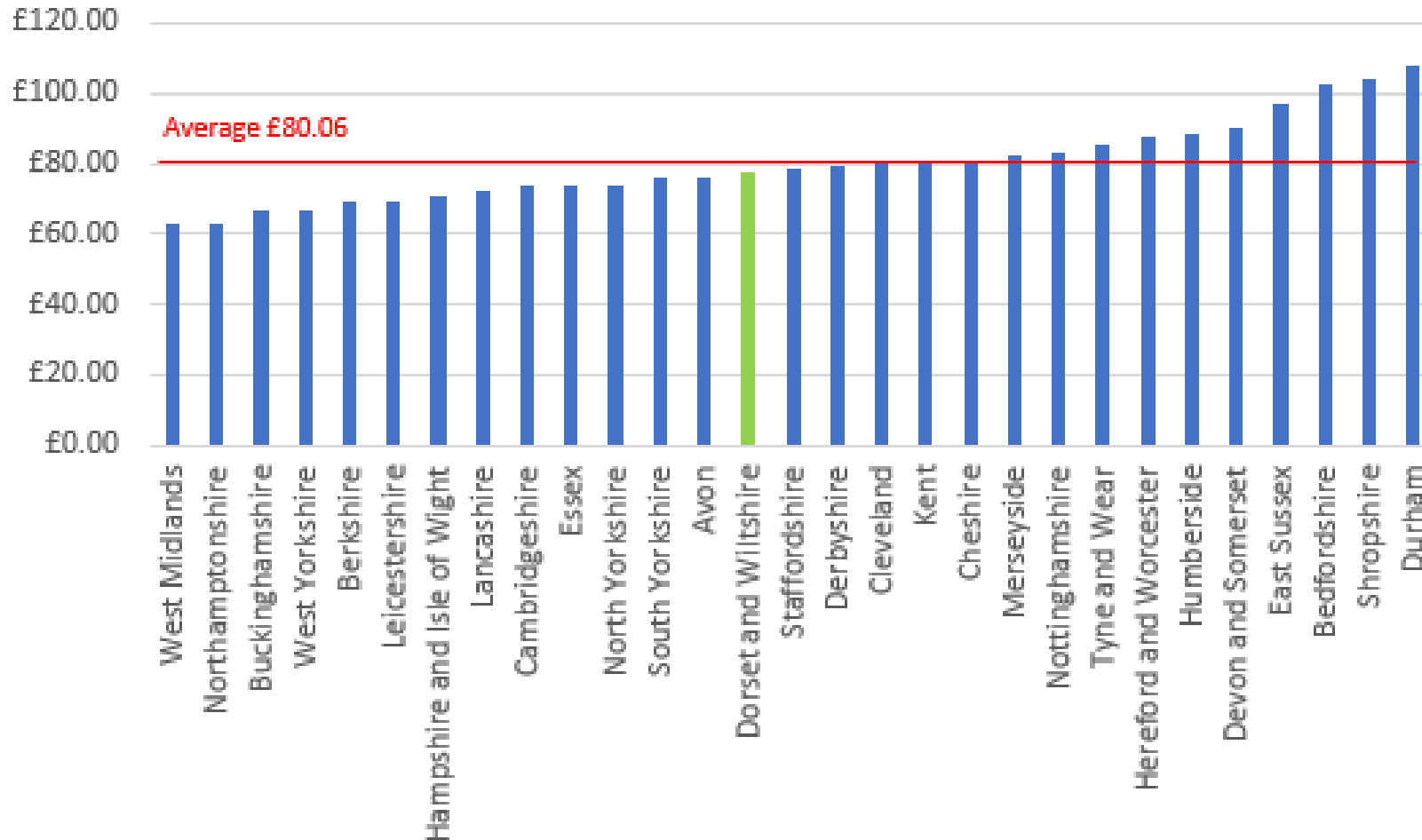
**£5 pa (10p week for
Band D) flexibility is
the obvious solution
without cutting
frontline**



Financial management

Below average precept

Band D Fire Precept 2021-22



Below average costs (England)

COST



£22.08

firefighter
cost per
person per
year

£24.53

firefighter
cost per
person per
year
(national)

ABOUT

CHANGING & SAVING LIVES

Procurement and contract savings

Saving time and money by:

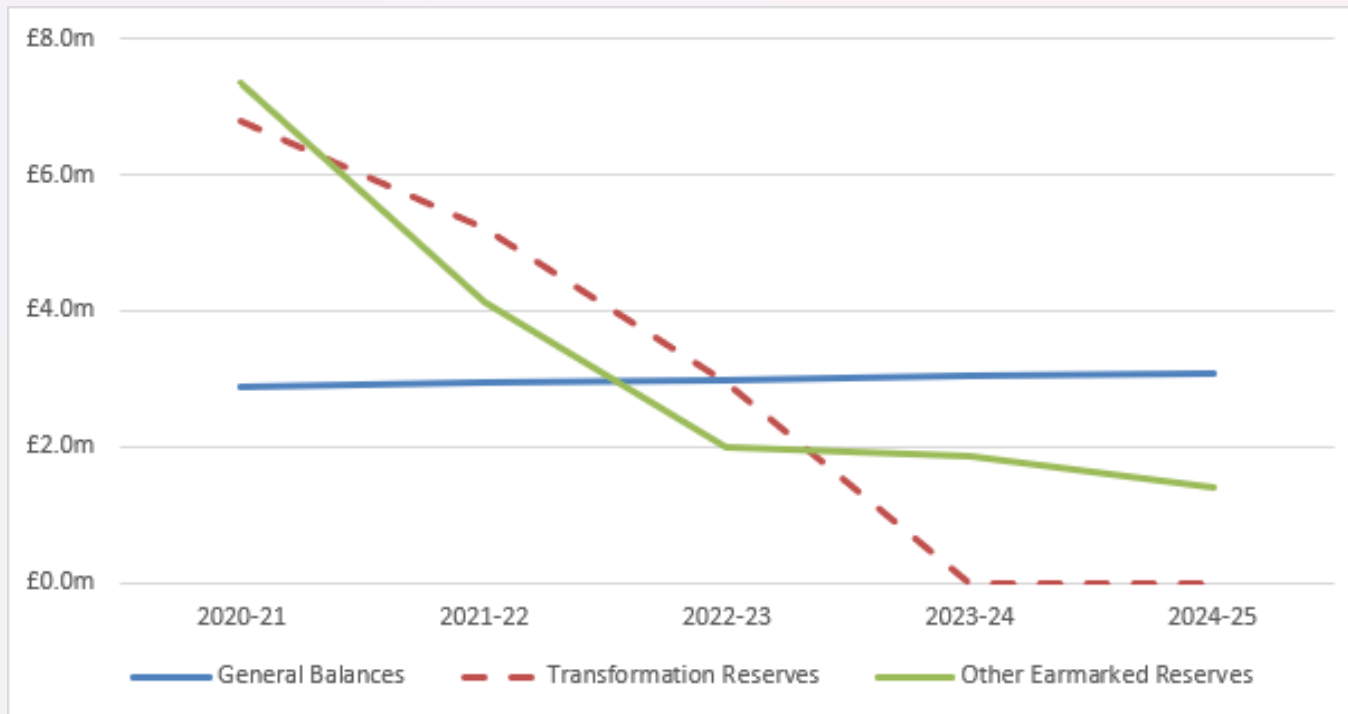
- having good procurement and contract management
- using framework contracts wherever we can



Financial outlook

	2022-23	2023-24	2024-25
Projected deficit	-£1.5m	-£2.3m	-£3.1m

Revenue



Reserves

Resilience and business continuity

Significant number of multi-agency tabletop exercises covering

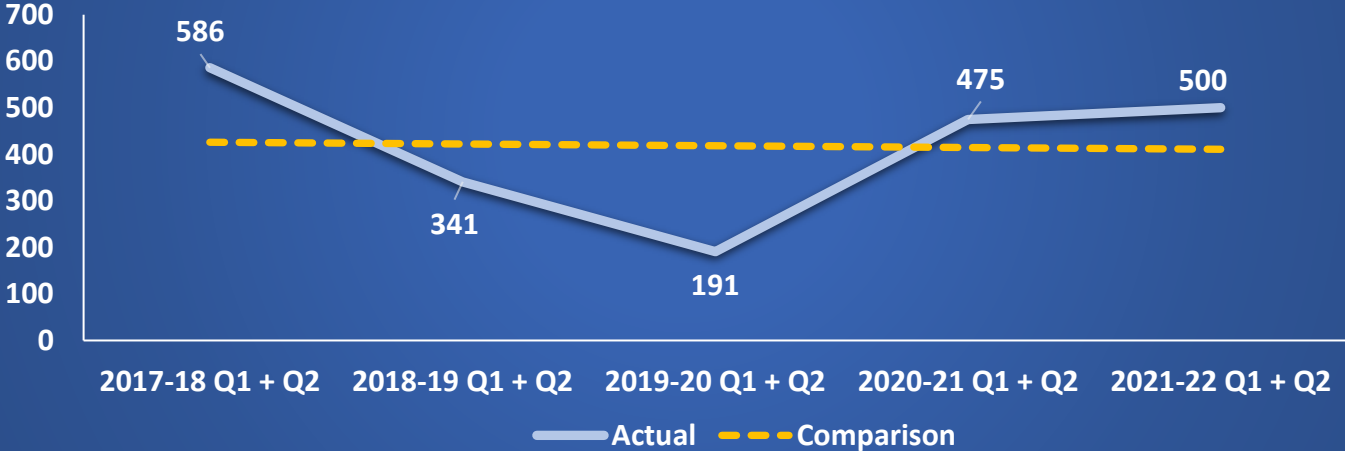
- Mass Fatalities
- Marauding Terrorist Attack
- Nuclear recovery
- Chemical, Biological, Radiological, Nuclear, and high yield Explosives
- Loss of water supply
- Cyber attack
- Severe weather
- Media and comms
- National power outage
- Wytch Farm - oil and gas



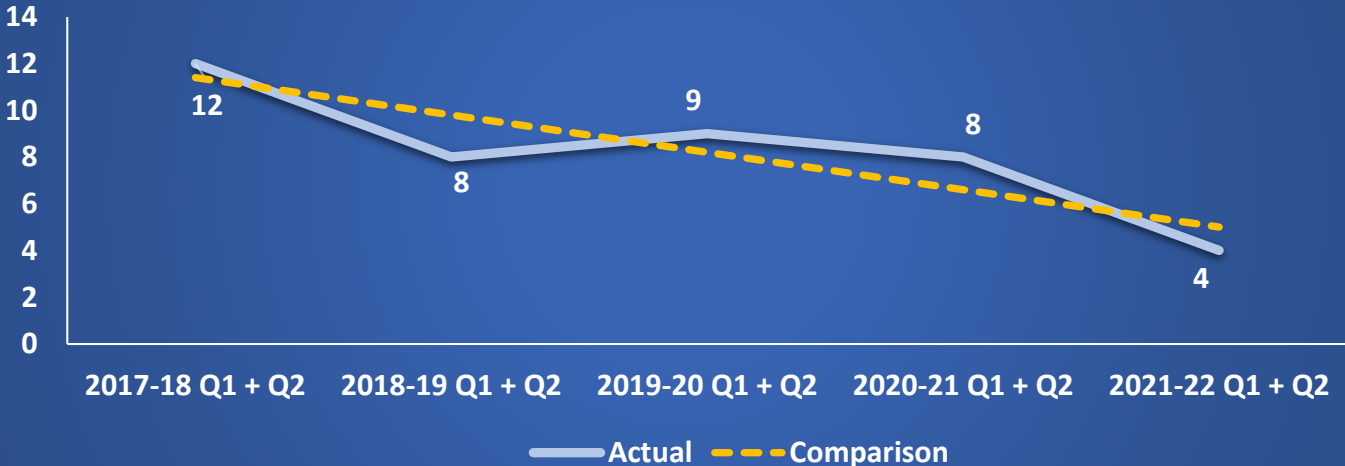
Health and safety



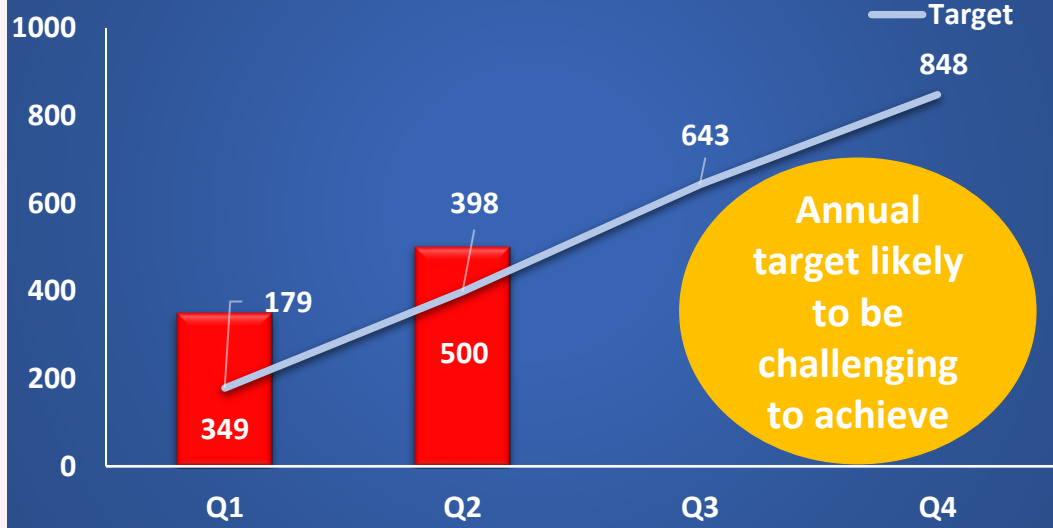
Number of working days lost through work related physical injuries of ill health (Apr-Sep)



RIDDOR All categories (Apr-Sep)



Number of working days lost through work related physical injuries and ill health



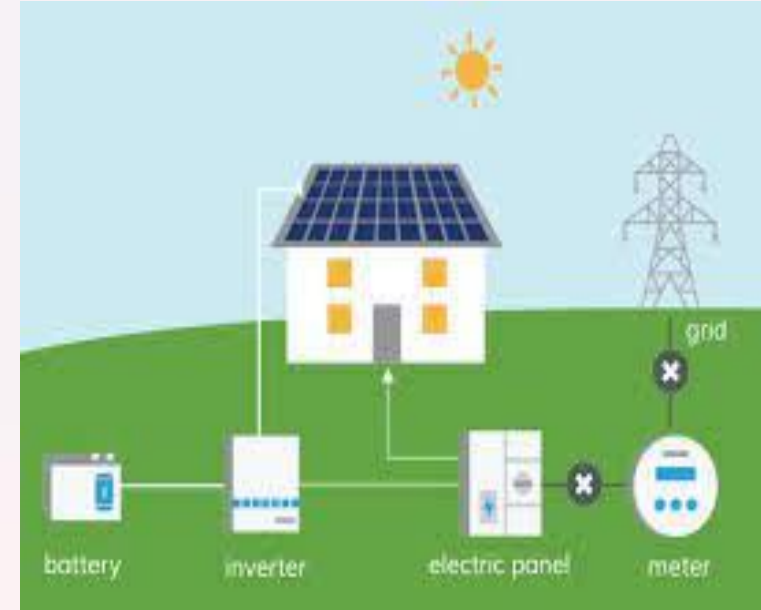
Assets - vehicles and equipment



Good progress being made to attain British Standards in asset management accreditation next year



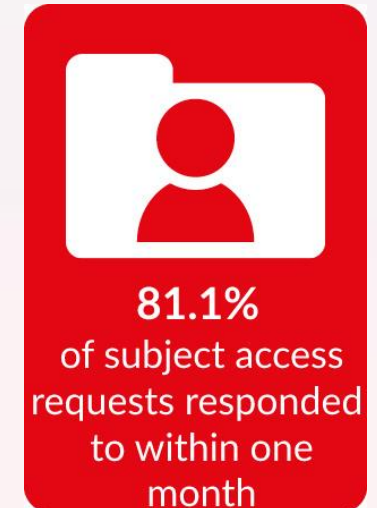
10 x new appliances issued across the Service with wider vehicle programme on schedule



Solar panels and batteries to be put on key stations to mitigate risk of national grid outages (national risk register)

Information governance

Good overall performance in meeting legal requirements



The Digital Transformation Programme is maximising tools in Office 365 to improve Service efficiency

PRIORITY 5

SUPPORTING AND DEVELOPING OUR PEOPLE

(..skills, management, leadership and cultural development)

attraction and retention
staff wellbeing
diversity and inclusion
training and leadership



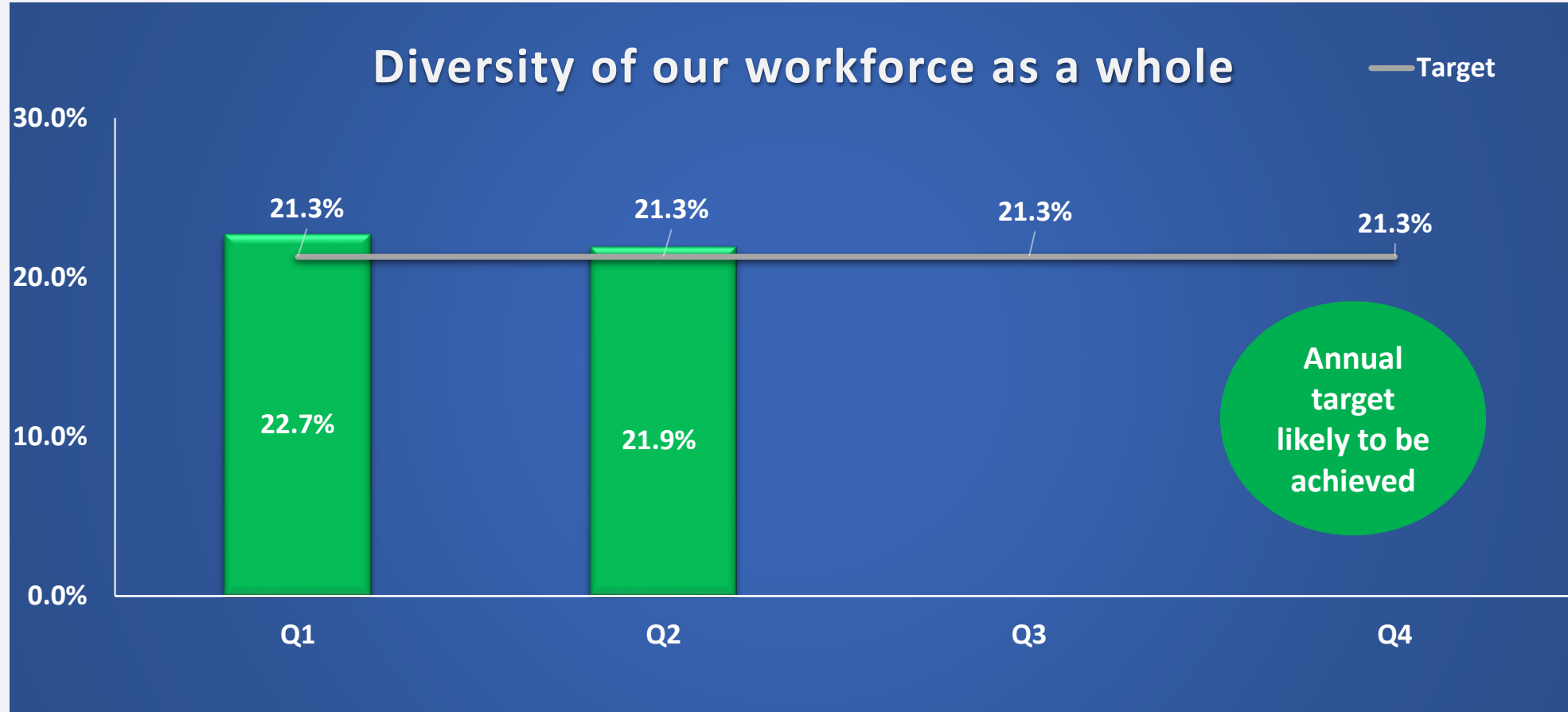
Performance against key lines of enquiry

	Key line of Enquiry	Progress
KLOE 8	How well do we promote our values and culture?	ON TRACK
KLOE 9	How well trained and skilled are our staff?	ON TRACK
KLOE 10	How well do we ensure fairness and diversity?	ON TRACK
KLOE 11	How well do we develop leadership and capability?	ON TRACK



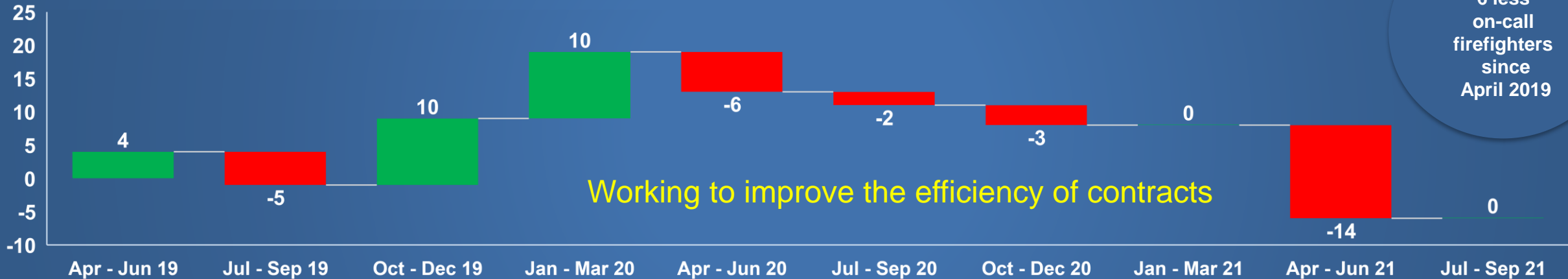
Workforce diversity

We will improve the diversity of our workforce as a whole compared to the last five years

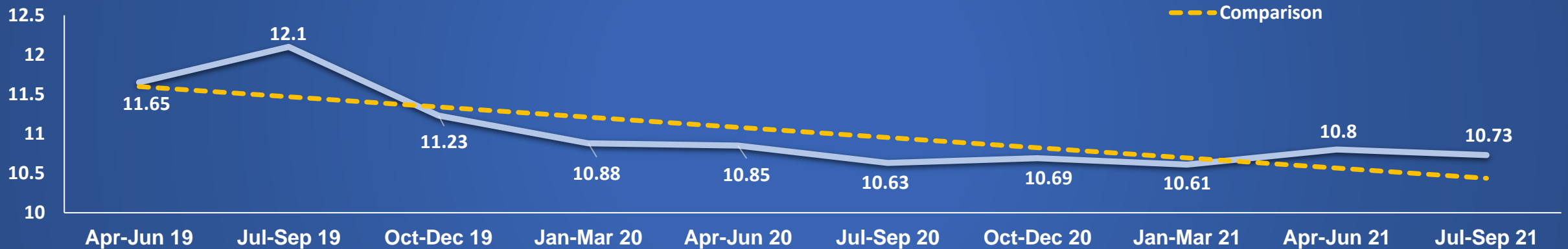


On-call duty system continues to be a challenge

Changes in On-call staff headcount by quarter since October 2018



Average Length of Service for On-Call Staff (years)

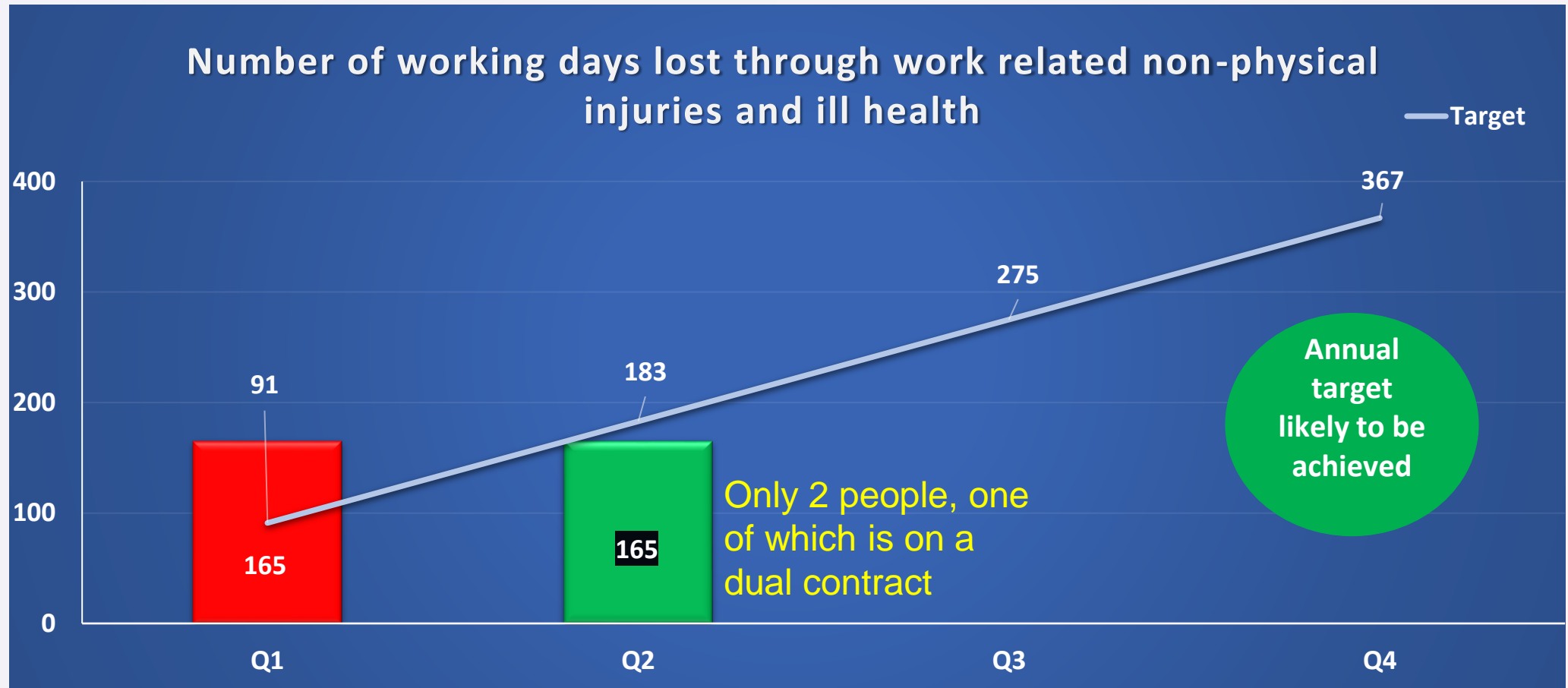


Wellbeing of staff

- Wellbeing arrangements continuing to be delivered
- 92% staff passed a fitness test (5 wholetime and 26 on-call being supported with fitness)
- Developing station based physical training network
- Strengthened key procedures e.g. limited duties
- Senior leaders led menopause seminars with five other fire and rescue services

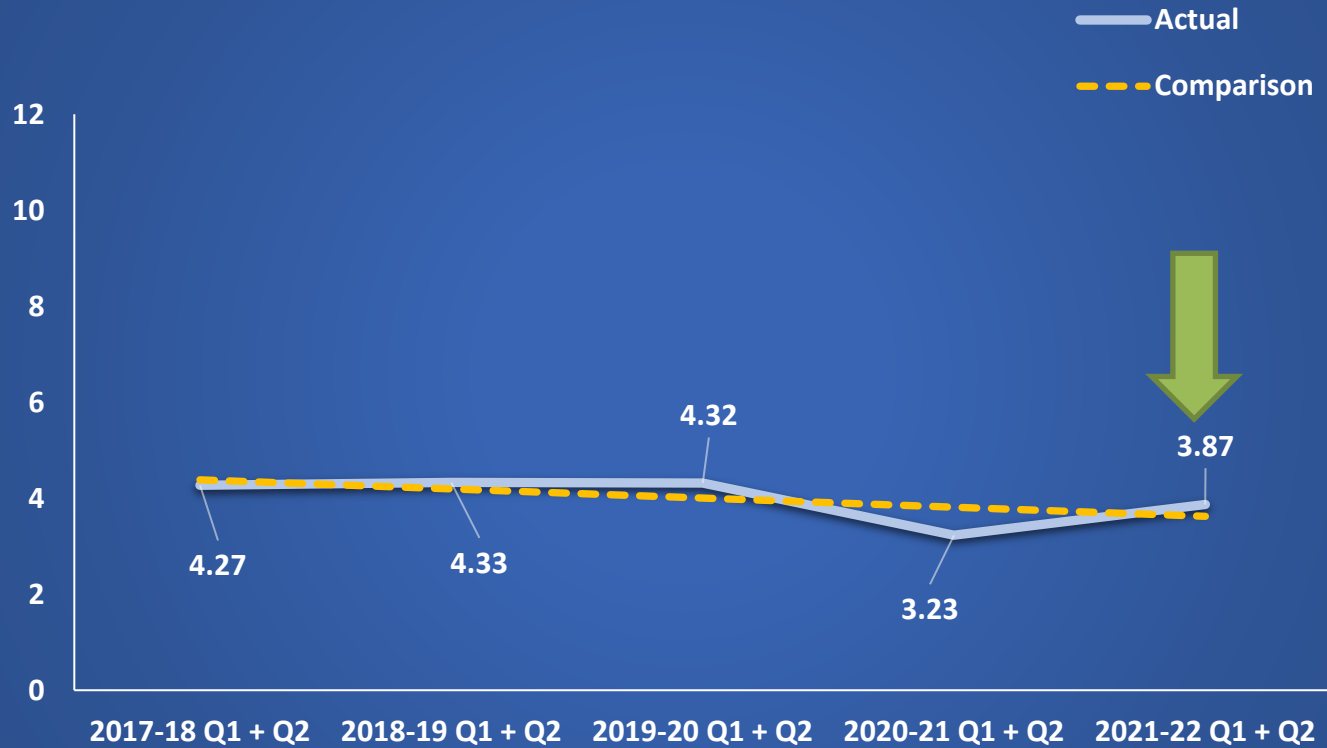
Non-physical sickness absence

To reduce the number of working days lost to **non-physical ill health**

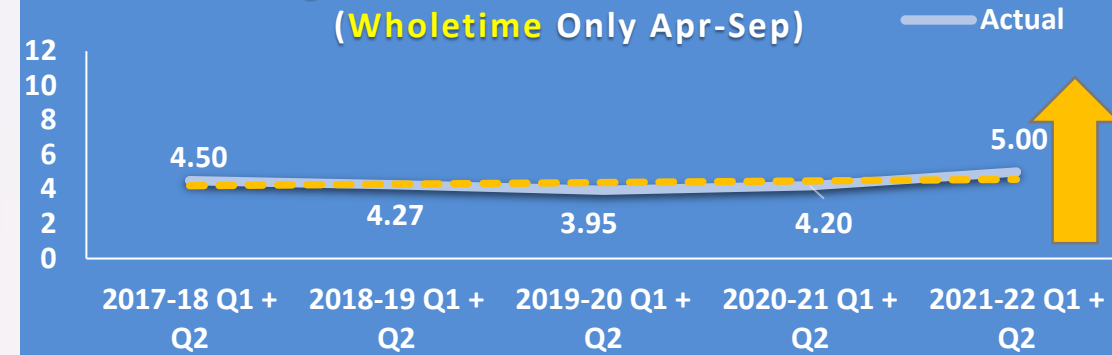


Absence management

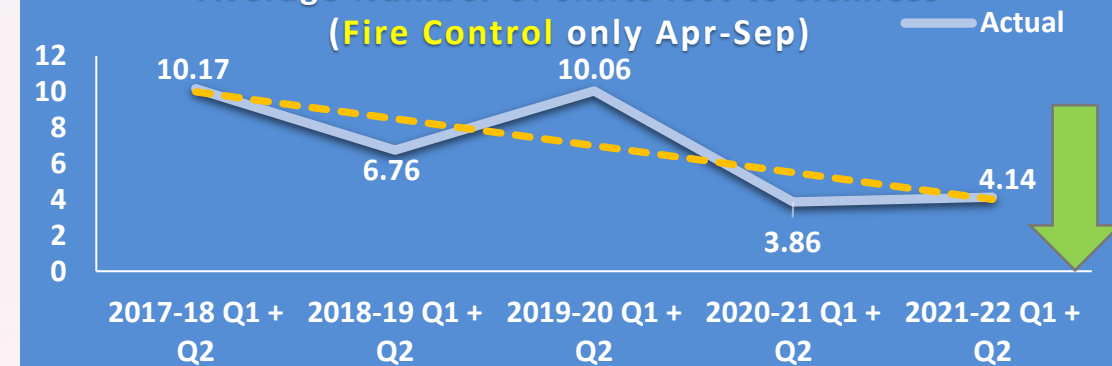
Average number of shifts lost to sickness (All staff Apr-Sep)



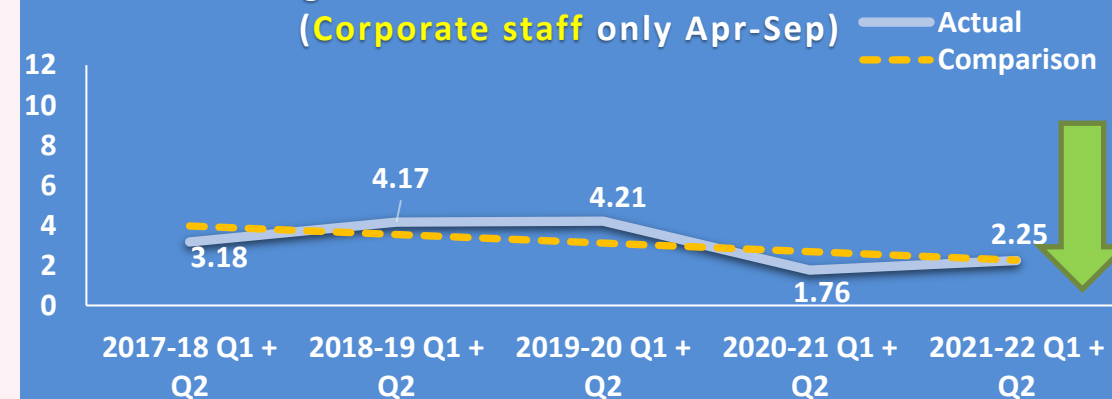
Average number of shifts lost to sickness (Wholetime Only Apr-Sep)



Average Number of shifts lost to sickness (Fire Control only Apr-Sep)



Average number of shifts lost to sickness (Corporate staff only Apr-Sep)



Strengthening people processes

- 31 members of staff undertaking apprenticeships: 2.2% of staff compared to public sector target of 2.3%
- Strengthened coaching and mentoring network
- Strengthened uniformed promotion processes
- Development pathways for all members of staff now in place
- Introducing new ethical principles aligned to the new Fire Standard and the State of Fire report from HMI

Ethical Principles

Putting your community first

Integrity

Equality, Diversity and Inclusion

Dignity and Respect

Leadership

New ethical principles
are very similar to old
values framework



Workplace posters to
support leadership
discussions



Handbooks for managers
and changes to lots of
procedures and programmes

Community engagement workshops

Social media campaigns

Developing a Buddy Scheme

SLT reverse mentoring sessions

SLT Network Champions

Greater support for operational women
returning from maternity leave

Listening to our staff networks

E – Learning and Learning Hub tools

Reviewed and strengthened procedures

Workplace posters and information

How we are strengthening equality, diversity and inclusion



PASSIONATE ABOUT

CHANGING & SAVING LIVES

In summary

Service remains in good position

Strong partnership working continues

Positive outputs & outcomes continue

Key challenges remain
(i.e. finances & on-call)