

Staffordshire Fire and Rescue Service

Public Performance Meeting

May 2022

Protective Marking: **Official**



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Staffordshire
Fire and Rescue Service
preventing • protecting • responding

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1.0 Current Areas of Priority

1.1 Covid-19 (Coronavirus) Activity Update

12,000 Vaccines provided to date (Approximately)

4,000 people tested to date (Approximately)

As the Pandemic has moved on we continue follow Government guidance and have changed our Policy and procedures to keep up to date maintaining our staff's safety at the heart of what we do. LFT testing has now been removed from local supply to the Fire service but we maintain a healthy stock to react to small outbreaks in the workplace.

Our partnerships with the NHS, Staffordshire county council and Stoke city council have grown stronger and we will continue to support activities that deliver the best outcomes for our communities. The delivery of the vaccine continues at strategic locations across the county to control and reduce the spread of the virus.

We continue with the vaccine deliveries to schools and the anti-viral medication deliveries to the most vulnerable. These involve fire staff collecting the COVID anti-viral drug from a pharmacy in Stoke or Stafford and delivering to homes of the most vulnerable in the county. This work continues to make a real difference to the reducing strain on the NHS and the lives of many vulnerable individuals.

Previous activities have included:

- Movement of NHS equipment
- Delivery of the vaccine to harder to engage communities such as fruit farm workers, Traveller communities, the homeless and the Afghanistan evacuee community.
- Establishing medical facilities at short notice, including the vaccination events at Leek moorlands hospital and the medical centre at the Afghanistan evacuee hotel.
- Surge Testing within outbreak areas of the county
- Use of Fire service premises to deliver the vaccine to our communities
- Delivery of the Vaccine to schools to support the schools vaccination programme.
- Support with the Winter Flu vaccine rollout for school children and our own staff.
- Use of the targeted vaccination team to support the Booster vaccine uptake and rollout.
- Increased partnership working with Staffordshire County council, Stoke City Council and the NHS to establish the targeted vaccination trailer.

So far the work we have been involved in has delivered over 12,000 Vaccines and tested over 4,000 people; putting our Service into the heart of the response to the Pandemic and the restoration/recovery phase for our communities.



1.2 Service Transformation

The Service has operated with one of the leanest Senior Leadership Team structures in the UK Fire and Rescue Services since 2011 and it has been reviewed on four occasions between 2011 and 2019. The number of senior posts and roles has reduced on each occasion. It is important to note that the Service chose not to introduce the role of Area Managers into the Service when the sector engaged in a national transition from rank to role structures in 2004 instead opting to employ a board of Directors. It is acknowledged that this structure means that there is a significant gap in responsibilities, terms and conditions from a Group Manager up to a Director (which is an Assistant Chief Fire Officer - ACFO).

The formal notice of retirement of one of the current Directors presented an opportunity for the Service to redefine the roles and structure within the Senior Leadership Team to create a more efficient and effective management structure and more flexible pathway for the development of staff into senior roles.

This new structure is also less costly than the current structure, but importantly provides additional capacity and supports service delivery. These changes are intended to ensure that the Service has a robust structural framework to deliver the safety plan and all of our statutory duties.

The recruitment process is complete. **Michelle Hickmott, from London Fire Brigade**, has been appointed as ACFO and the Service will now move ahead with the recruitment of the Area Manager roles. Once these roles are filled, we can look at the restructuring of departments and other personnel changes.

The Service's transformation programme will be managed by the Deputy Chief Fire Officer (DCFO) and is aligned to the Safety Plan 2020-2024 (Service Reform) and the Commissioner's Fire Plan 2021-2024 under the two priorities of having a *flexible and responsive Service* as well as a *fire service for tomorrow*. The focus of the Transformation Board's work will be on response, crewing reform and prevention and protection reform within the work streams below:

- Corporate Restructure
- Minimum Crewing of 4's (Whole-time)
- Mobilisation of on-call crews
- Crewing policy review
- Enhanced Rescue Pump crewing
- Watch Managers off appliances (Whole-time)
- Productivity review/routines
- Roving appliances (South Staffs)
- 3/5 pump exercise
- RSO Evaluation
- On-call nine point plan work
- Outreach training
- Incident command review
- Clean Concept
- Fire investigation ISO
- Prevention and Protection reform
- Attendance times
- Command support review

The Service is also currently developing multiple pieces of work in order to enhance the wellbeing offer to our staff. These include but are not limited to:

- **Mental health support and advice** – to improve our understanding of mental health issues in the workplace and how to support colleagues who may be struggling.
- **Health and fitness** - single point of contact on each watch or in each team to support colleagues.
- **Developing outside areas** at each location for people to relax in or have outdoor meetings which will also support our new Environmental Strategy at the same time.
- **Staff networks** to provide safe spaces and support for a wide variety of groups.



2.0 Providing a Flexible & Responsive Service

2.1 Total Number of Incidents Attended

- The Service attended a total of **3812** incidents between October 2021 and March 2022.
- In the same 6 month period Staffordshire Fire and Rescue Service attended **3892** incidents in 2021 and **3877** incidents in 2019.
- There is a small decrease in the total number of attended incidents from the same period in both 2019 (Pre Covid-19) and 2020/21.

Figure 1: Yearly Comparison of Total Incidents Attended between October and March with breakdown of incident type

2019/2021 (Pre Covid-19) Comparison Oct-Mar				2021/2022 Comparison Oct-Mar			
Attendance Type	Total Number of Incidents OCT-MAR 2019	Total Number of Incidents OCT-MAR 2022	% Change 2019 - 2022	Attendance Type	Total Number of Incidents OCT-MAR 2021	Total Number of Incidents OCT-MAR 2022	% Change 2021 - 2022
01.Primary Fire	709	607	↓ -14.39%	01.Primary Fire	691	607	↓ -12.16%
02.Secondary Fire	639	533	↓ -16.59%	02.Secondary Fire	493	533	↑ 8.11%
03.Special Service Call	582	731	↑ 25.60%	03.Special Service Call	750	731	↓ -2.53%
04.Road Traffic Collision	339	366	↑ 7.96%	04.Road Traffic Collision	331	366	↑ 10.57%
05.Chimney Dwelling	49	45	↓ -8.16%	05.Chimney Dwelling	54	45	↓ -16.67%
06.Chimney Other	3	1	↓ -66.67%	06.Chimney Other	1	1	0.00%
07.False Alarm: Equipment	661	798	↑ 20.73%	07.False Alarm: Equipment	745	798	↑ 7.11%
08.False Alarm: Good Intent	822	677	↓ -17.64%	08.False Alarm: Good Intent	767	677	↓ -11.73%
09.False Alarm: Malicious	73	54	↓ -26.03%	09.False Alarm: Malicious	60	54	↓ -10.00%
Total	3877	3812	↓ -1.68%	Total	3892	3812	↓ -2.06%

Primary fires are potentially more serious fires that harm people or cause damage to property and meet at least one of the following conditions:

- 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.

Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary fires.



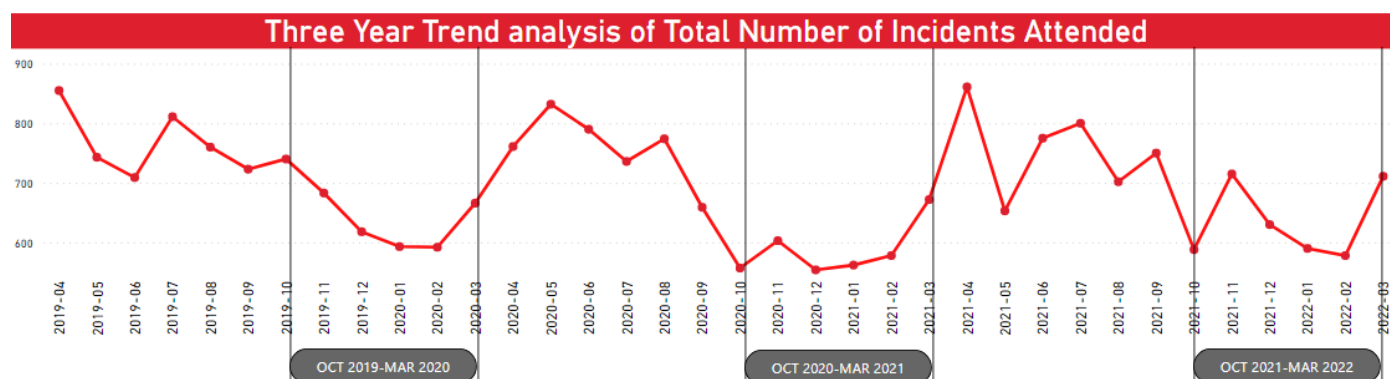
Special Service Calls are defined as any incident which falls outside the scope of the function of fire attendance. These incidents include both emergency and non-emergency response.

Examples of Special Service Calls can be animal rescue, hazardous materials attendance, road spillages, gaining entry and exit in emergency situations and assisting other emergency services and the military with environmental catastrophe such as flooding.

Emerging Demand

The most notable area of increased demand change for the Service over the period of October 2021 – March 2022 has been concerned with attendance at Road Traffic Collision Incidents. **316** incidents were attended between April-September 2021, and **366** incidents were attended between October 2021-March 2022. Overall, Road Traffic Collision Attendance has also increased from the same period in 2019/20 and 2020/21.

Figure 2: Three year trend of Total Incidents Attended



2.2 Response Standards

Figure 3: Yearly Comparison of Response Standards Performance between October and March

Response Standard Met OCT-MAR		
83.50%	84.33%	83.50%
OCT 2019-MAR 2020 Average	OCT 2020 - MAR 2021 Average	OCT 2021-MAR 2022 Average

- The graphic above displays the services performance against the defined response standard for both fire related and special service calls over the 6 month period from October to March in 2019/20, 2020/21 and 2021/22.
- 83.50%** of the time the service has met the response standard between October 2021 and March 2022. This is a marginal decrease to the figures from 2020/21, but remains consistent with the figure from 2019.
- The average for the previous 6 month period (April to September 2021) was **83.82%** displaying that this figure has remained consistent between these periods.

Staffordshire fire and Rescue Service are committed to monitoring Response Standards based upon our knowledge of risk within the county. It also helps us to plan where we need our people and assets, including estates, fire engines and more specialist resources.

Response standards are based on achieving arrival at an incident within a given time as detailed below:

High Risk areas	Medium Risk areas	Low Risk areas
Arrival within 8 minutes	Arrival within 10 minutes	Arrival within 18 minutes

Areas of the county have been classified as High, Medium or Low risk based on a geographical analysis made up of the following factors and risk indicators:

- Frequency of life risk incidents*
- Index of Multiple Deprivation factors*
- Limiting Long term illness*
- Population density*
- Rented accommodation*
- Number of Lone elderly persons & single parents*

2.3 Availability

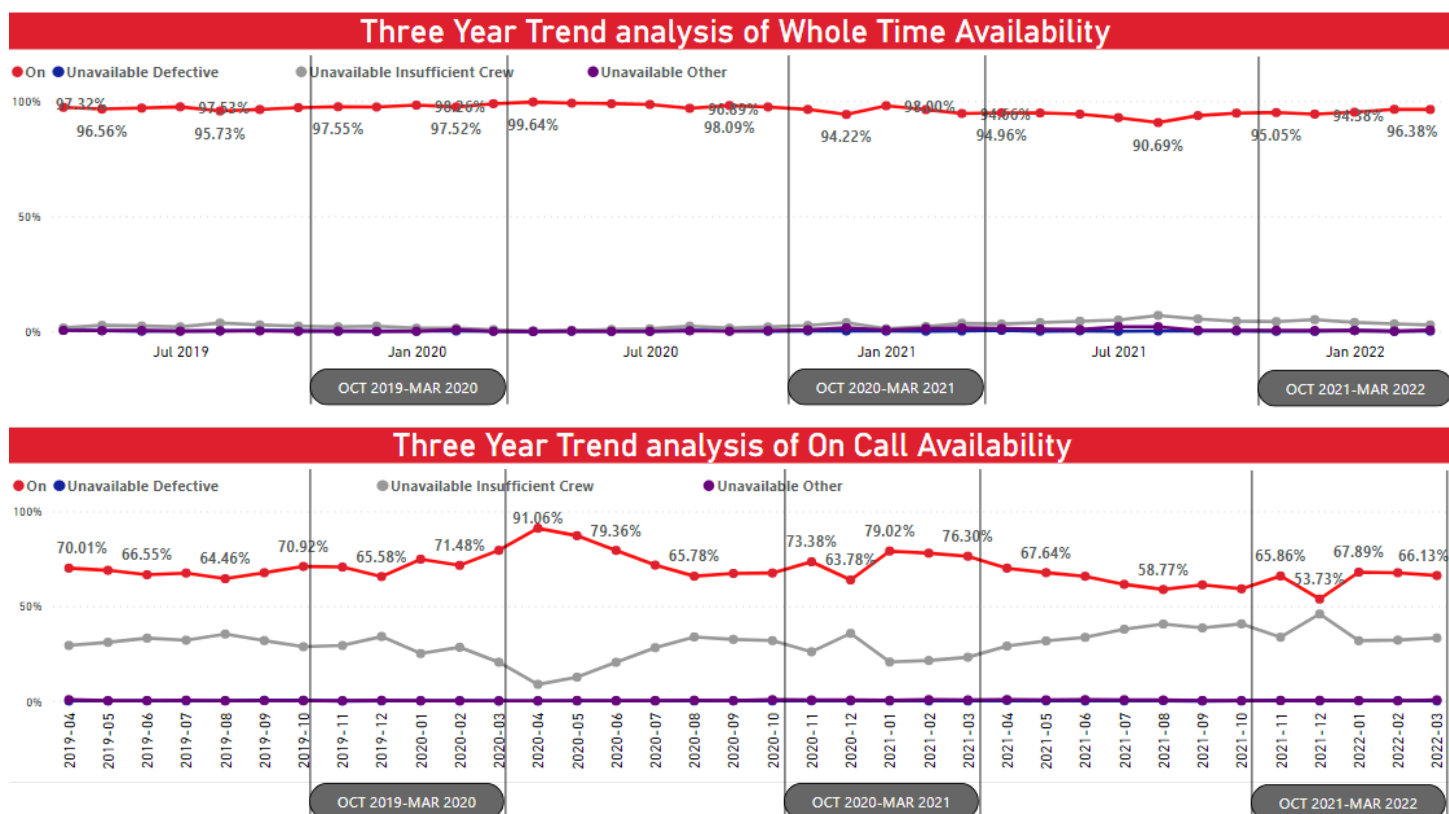
Figure 4: Whole Time and On Call Availability October 2021 to March 2022

Breakdown of Availability OCT 2021-MAR 2022		Reasons for Unavailability OCT 2021-MAR 2022		
Whole Time Availability OCT 2021-MAR 2022		Whole Time Availability OCT 2021-MAR 2022		
95.36%	4.64%	4.01%	0.19%	0.44%
Available	Unavailable	Crew/Qualifications	Defective Equipment	Other
On Call Availability OCT 2021-MAR 2022		On Call Availability OCT 2021-MAR 2022		
63.30%	36.70%	36.28%	0.14%	0.27%
Available	Unavailable	Crew/Qualifications	Defective Equipment	Other

The graphic above displays the services availability performance over the last 6 month period from October 2021 to March 2022 for 'Whole Time' and 'On Call' operating models.

- Over the last 6 month period Whole Time availability has been maintained at **95.36%**, with assets being unavailable to deploy for **4.64%** of the time on station.
- Over the last 6 month period On Call availability has been maintained at **63.30%**, with assets being unavailable to deploy for **36.70%** of the time on station.
- The largest impact factor on availability within the 'On Call' operating model is insufficient crewing, which relates to **36.28%** of the total unavailability time.

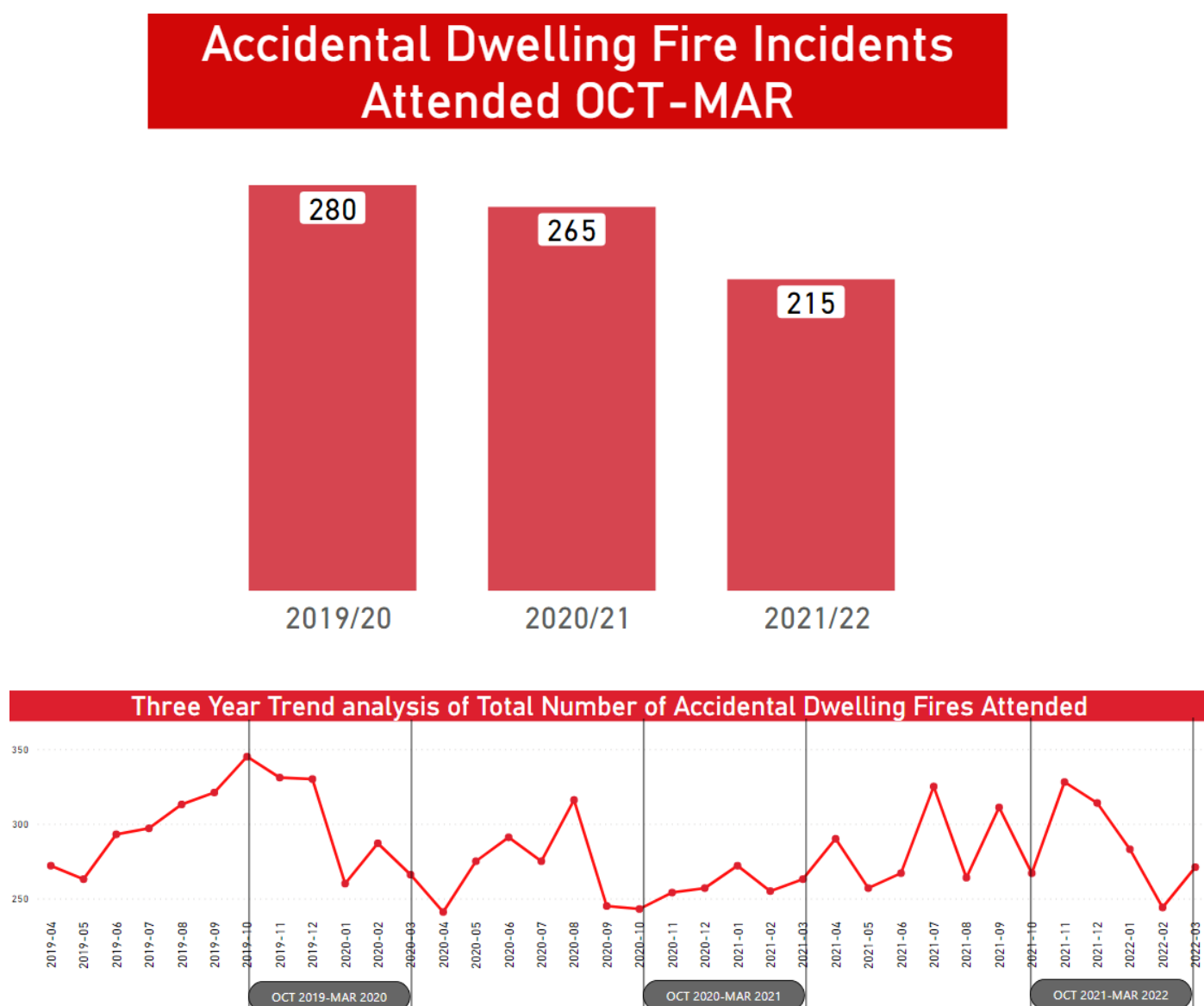
Figure 5: 3 year trend of Whole Time and On Call Availability



2.4 Accidental Dwelling Fires

- Between October 2021 and March 2022 the service has attended **215** Accidental Dwelling Fires. This is a decrease compared to the same period in 2019/20 and 2020/21.
- The top causes of these fires remain the same as the previous years; cooking related and faulty equipment and the impact of these factors can be seen to be relatively static in trend.
- In the previous six month period (April to September 2021) **224** incidents were attended.

Figure 6: Yearly Comparison of Total Accidental Dwelling Fires attended between October 2021 and March 2022 and Three Year Trend.



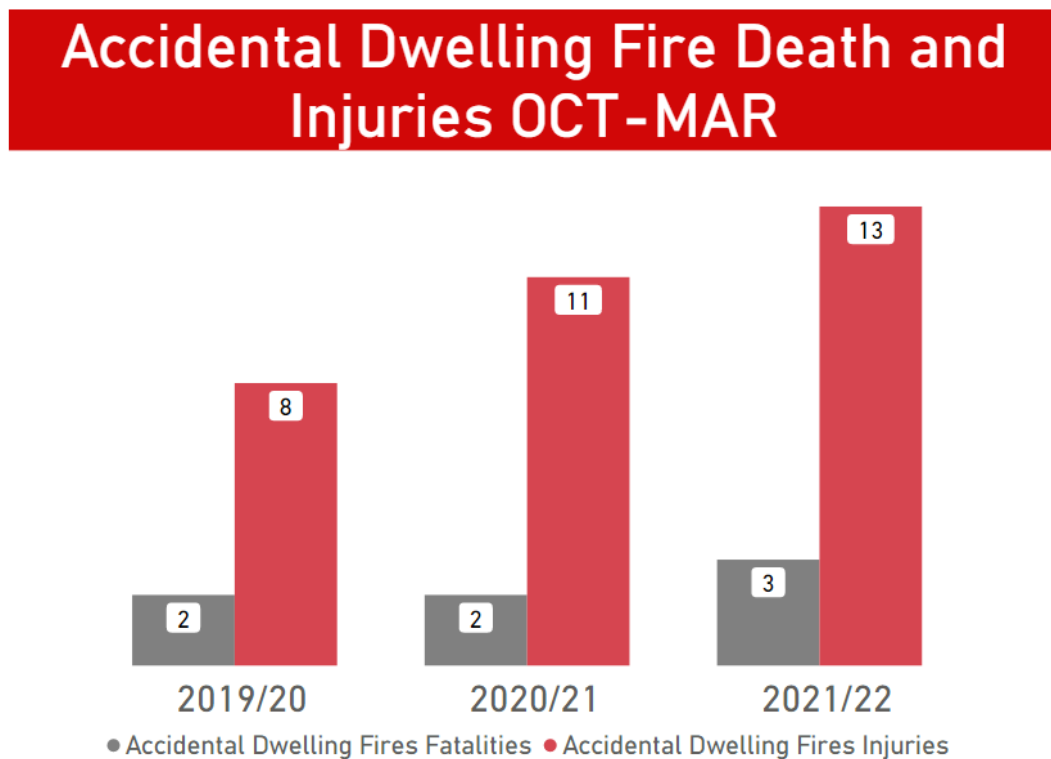
2.5 Accidental Dwelling Fire Deaths and Injuries

- Between October 2021 and March 2022 there has been an increase in the number of Accidental Dwelling Fire fatalities from the same period in the previous two years; with **3** fatalities having been recorded.
- The total number of injuries caused by Accidental Dwelling Fires has increased from the same period in the previous two years, with **13** injuries recorded.
- A total of **12** fatalities and **59** injuries in total have been recorded in the last three years due to Accidental Dwelling Fires.
- In the previous six month period (April to September 2021) **0** Fatalities and **12** injuries were recorded.

It is important to recognise that in the majority of the incidents that resulted in an injury or a fatality the individuals concerned presented with one or more of the SAME factors; (Smoking/Alcohol/Mobility Issues/Elderly).

Fortunately as the statistics indicate there are relatively small numbers experienced within this measure however a single incident can have a significant impact on the statistics on an annual basis.

Figure 7: Yearly Comparison of Deaths & Injuries in Accidental Dwelling Fires



2.6 Accidental Business Property Fires

- The Service attended **81** Accidental Business property fires between October 2021 and March 2022.
- This is an increase from the number of business property fires attended in the same period in 2019/20 and 2020/21.
- In the previous six month period (April to September 2021) **71** incidents were attended.

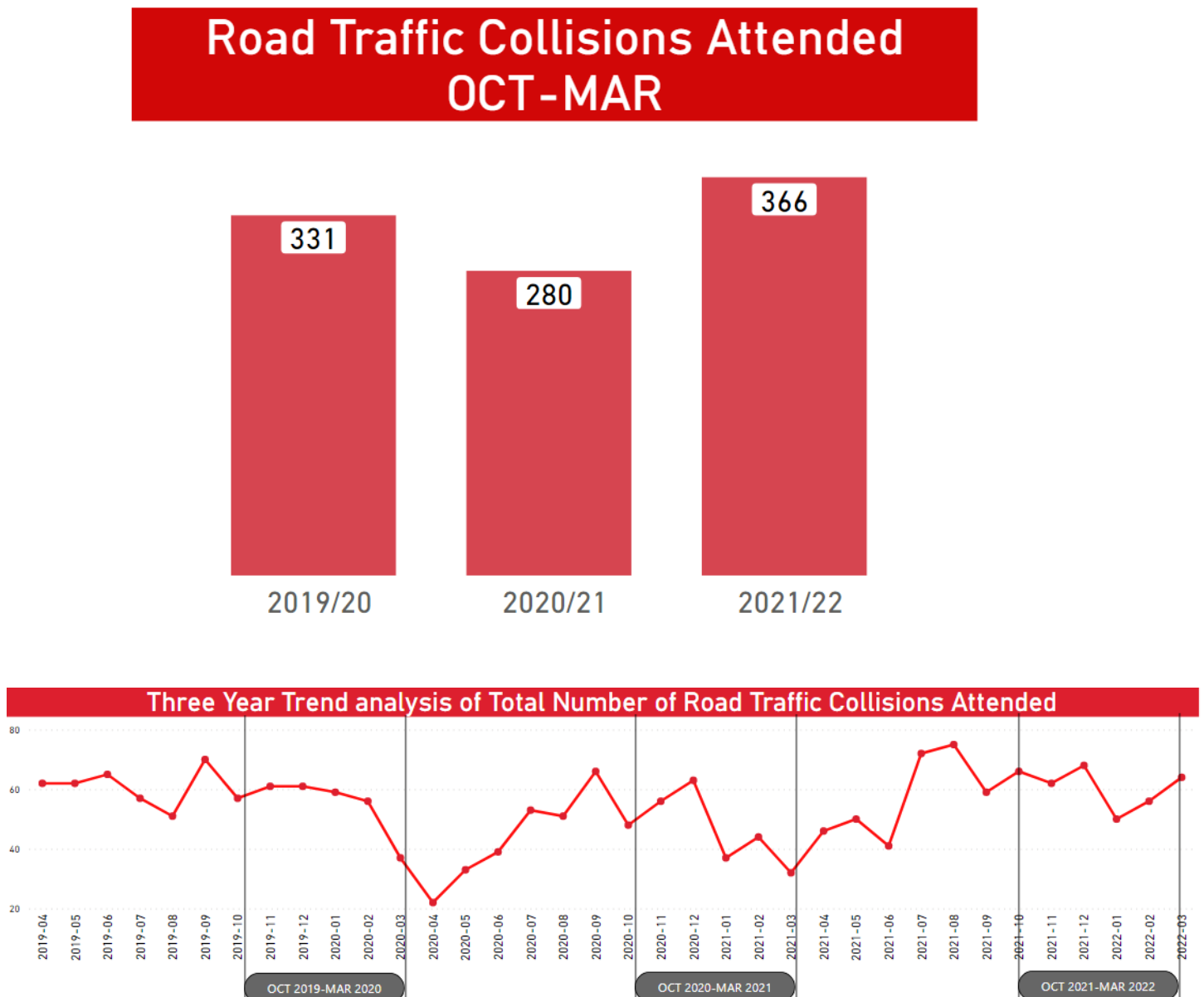
Figure 8: Yearly Comparison of Total Accidental Business Property Fires attended between October and March and Three Year Trend



2.7 Road Traffic Collisions

- The Service attended **366** Road Traffic Collisions between October 2021 and March 2022.
- This is an increase from the number attended in the same period in 2019/20 and 2020/21.
- In the previous six month period (April to September 2021) **316** incidents were attended.

Figure 9: Yearly Comparison of Total Number of Road Traffic Collisions Attended between April to September and Three Year Trend

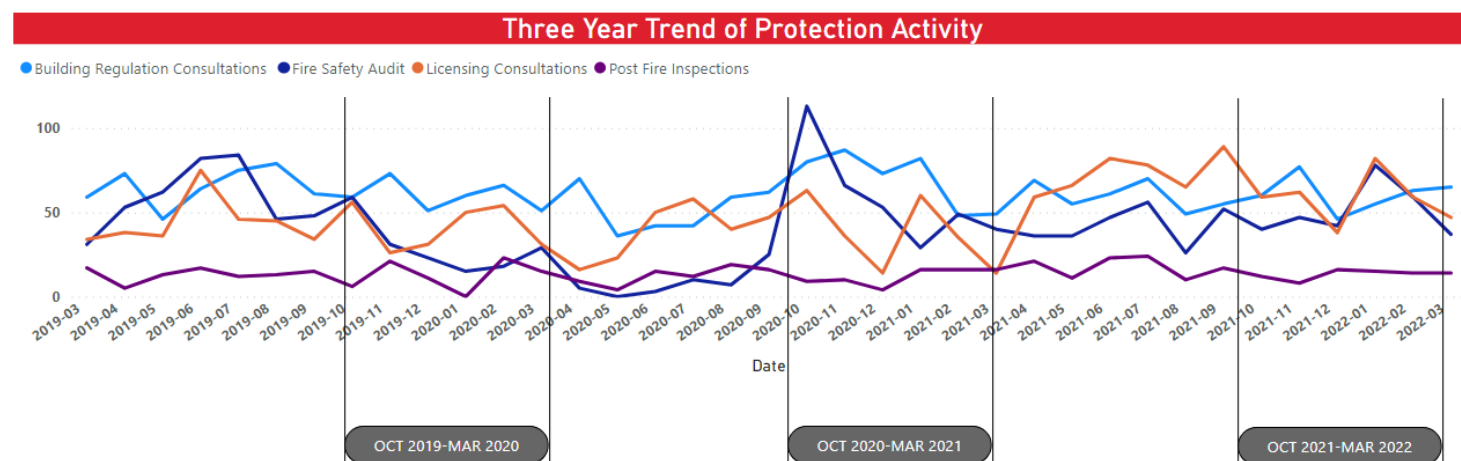


3.0 Protecting People and Places

3.1 Fire Safety Audits & Building Regulation Activity

Figure 10: Protection Activity October 2021 – March 2022 and Three Year Trend

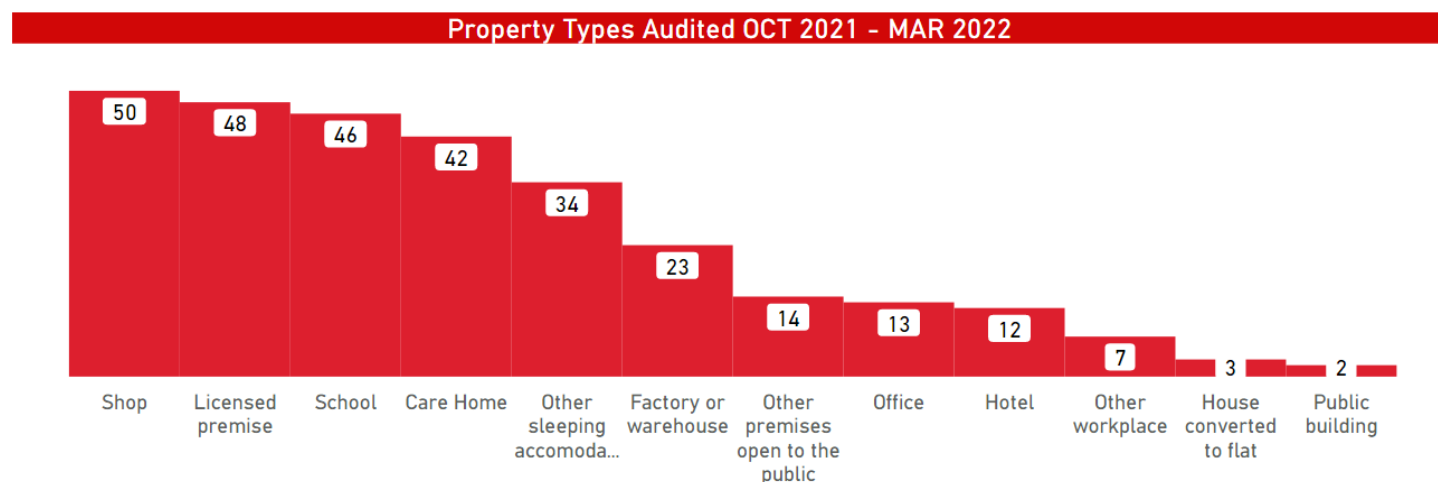
Protection Activity		
Activity	Apr-Sep 2021	Oct 2021 - Mar 2022
01.Fire Safety Audits	253	303
02.Building Regulation Consultations	360	366
03.Post Fire Inspections	105	79
04.Licensing Consultations	439	347
05.Enforcement Notices Issued	5	9
06.Prohibition Notices Issued	3	2
07.Criminal Prosecutions Ongoing	1	1
08.Criminal Prosecutions Finalised	1	1



Fire Safety Audits

Fire Safety Audits have increased between October 2021 and March 2022 in line with removal of COVID-19 restrictions, which have allowed more in person visits to be completed.

Figure 11: Breakdown of Business Types Audited



High Rise Buildings Inspection Programme Activity

50 High rise buildings inspected

As part of the High Rise Inspection Programme (also known as the Building Risk Review Programme), the Ministry of Housing Communities and Local Government (MHCLG) identified 50 premises for inspection within the county.

Although the deadline for inspecting all our high rise residential building as set by the Ministry of Housing Communities and Local Government (MHCLG) was December 2021, following the fire at Ridware House in Lichfield last November, the Service prioritised this piece of work and audits of all 50 high rises identified were completed last year.

Risk Based Inspection Programme

There is currently an ongoing review of the Services Risk Based Inspection Programme. Preliminary guidance on higher risk occupancies and relative priorities for Risk Based Inspection Programmes was published in October 2021.

The factors contributing to a high-risk premises will be:

- Likelihood of a fire occurring
- Likelihood of non-compliance with fire safety regulations and standards
- Societal life risk

There are a number of types of premises including within the above which when supplemented with the Protection risk profiles and the Experian list of high-risk premises, will form the basis of the Services Risk Based Inspection Programme.

Further final guidance is expected from the NFCC in due course; at which point the final draft for consultation will be released.

Fire Standards

Work is currently ongoing with regards to both the Protection and Community Risk Management Planning Fire Standards. An implementation tool provided by the NFCC is being completed which will provide areas of focus and reform over the coming months.

Whilst this work is being led centrally between Central Prevent and Protect and Risk Planning, it will require involvement from all areas of Protection staff both centrally and locally to fully implement.



3.2 Community Sprinkler Project

16 out of **42 identified blocks of flats over 5 storeys** have now been fitted with sprinkler systems.

10 Buildings across the West Midlands have been identified as a part of collaborative partnership working with Midland Heart **2** of which have now been fitted with sprinkler systems.

In 2017, Staffordshire Fire and Rescue Service identified 42 blocks of flats over 5 storeys within the county that required sprinkler systems to be fitted. It was the aim of the Service to get these systems in place within a 10 year period. By the end of this year work on 16 of those buildings are to be completed meaning the Service is well on track to meet that objective.

In late 2020 Staffordshire Fire and Rescue Service also entered into collaboration with Midland Heart to provide sprinklers in a number of their properties. What started as an idea to retrofit sprinklers in a single block of flats in Staffordshire as now turned in a much bigger project to provide sprinklers in 8 different buildings across the wider West Midlands area. Amongst these buildings are Charnwood House in Lichfield and School Court in Hednesford which are currently scheduled to be completed by the end of year.

At the same time, Stoke on Trent City Council have continued their own programme of retrofitting sprinklers in all their high rise blocks of flats with 4 systems put in place over the past year and a further 2 installations already underway.

In the last 6 months, our collaboration with Midland Heart has yielded a number of new sprinkler systems being retrofitted in existing premises. School Court in Hednesford and Camoys Court in Hanley are two retirement villages where the residents will now benefit from the added protection that sprinklers provide.

However, it is the completion of the sprinkler system at Charnwood House in Lichfield which marks the most recent success of our Community Sprinkler Project. This 5 storey block of flats formed one of the original 42 premise we identified back in 2017 and marks the 16th high rise block of flats that have been retrospectively fitted with sprinklers through partnership working with social housing providers.

Following the fire that occurred on the 11th floor at Northwood Court in Hanley in March, Staffordshire Fire and Rescue Service will be taking the opportunity to reengage with local social housing providers about the benefits of sprinklers. Using our fire engineers, we are able to support housings providers by liaising with sprinkler companies, providing technical support as well engaging with residents directly offering advice and reassurance on the positive impact that sprinklers will have.



3.3 Fire Hydrants

2096 Adopted fire hydrants have now undergone statutory testing in accordance with the requirements the Fire Services Act 2004. Of those inspected **565** of have these been categorised as High/ Very High Risk.

401 Adopted fire hydrants have been inspected on new housing developments. This can be in the region of 200 schemes each year.

109 Adopted fire hydrants have been checked after repairs were carried out by the water undertaker. The work is checked by Staffordshire Fire and Rescue Service before payment is made.

720 Location Plates have been installed. This includes the fitting and maintenance of plates and the marking of the location of hydrants to ensure fire crews can locate the hydrant when required.

143 Inspections have been completed for adopted fire hydrants, reported as defective. Assessment is completed before repairs are requested from the water undertaker.

Access to working hydrants is essential for fire fighters to utilise water sources for the purposes of fighting fire and protecting the public. Since the start of the year the Water Team at Staffordshire Fire and Rescue Service have been focused on getting the final statutory testing processes set into a workable program for hydrant technicians and operational crews.

There are currently **39,000** fire hydrants within the county of Staffordshire of which **2096** have undergone statutory testing since the start of 2021 with activity planned to increase into 2022.

Further projects have also been completed; including the creation of a detailed Hydrant Policy, and ensuring that new technicians receive all necessary training to perform statutory testing of the very high rated adopted fire hydrants around the county.

Currently statutory inspections account for **15%** of the technician's working time but it is important to recognise that the technician will carry out a full test of any adopted fire hydrant when attending for repairs, maintenance and reports of defective hydrants.

A whole-time statutory testing trial at Lichfield Station is underway allowing us to troubleshoot any issues highlighted; with the aim of extending this out to the rest of Staffordshire in the future. The development of PPHMS (Prevent, Protect, and Hydrant Management System) is also in progress which will improve the ability to align this data to risk in the coming year.



4.0 Helping people most at risk from Fire

4.1 Safe and Well Visits

3574 Safe and Well visits have been completed between October 2021 and March 2022, with a further increase in engagement planned, now that government COVID guidelines had changed.

Over the period there has been a steady number of Safe and Well visits completed by the Service the number of visits completed has also increased from **3392** in the previous six month period. (April to September 2021).

Due to the impact of Covid-19 there was a significant decrease in the number of physical Safe and Well visits completed throughout 2020, due to the required social distancing measures.

We will shortly be returning to pre-COVID procedures, with policy and risk assessments being amended to reflect these changes.

We have a fully operating Contact Centre now that recruitment has been completed and positions have been filled. This team manage our Safe and well booking procedure, as well as other functions associated with preventative activity within the Service.

Safe and Well Technicians have also been working in partnership with the NHS to deliver equipment where required, as well as delivering COVID-19 Anti-viral medication to members of the community, when requested through our Contact Centre.

The Service are currently working on integrating a new online Home Fire Safety Check tool, called 'Safelincs', as part of our Safe and Well offer. This will be for use by members of the public and our partner agencies, where they can access safety information and guidance, based on their vulnerability and risk score following completion of a questionnaire. 'Safelincs' is being utilised by a number of Fire and Rescue Services and is linked with the NFCC.

Work continues to be progressed on the new PPHMS (Prevent, Protect, and Hydrant Management System). The PPHMS will provide one integrated location and database for fire safety audits, enforcement, home fire safety visits and hydrant information and risk profile maps are being developed in order to target those who are most vulnerable.



4.2 Prince's Trust Activity

Staffordshire Fire and Rescue Service are actively engaged with **The Prince's Trust**, which is a youth charity that helps young people aged 11 to 30 get into jobs, education and training.

66 Young people have been supported by Staffordshire Fire and Rescue Service through our Princes' Trust Programmes 'Team' 'Get Started' and 'Explore' between October 2021 and April 2022. This figure is lower than our projected numbers due to the after effects of COVID alongside the DWP Kickstart.

It is anticipated that the numbers of young people engaging with the schemes will continue to increase to pre-pandemic levels over the next few months.

We have recently recruited a new Team Programme Leader for Stone; with the intention that Stone Fire station can operate once again as an independent site as it was pre-pandemic.

We have also secured further funding to run an additional Explore Programme from Newcastle under Lyme Fire Station. This will allow for new contacts and working relationships to be formed, and lead the way towards developing regular Prince's Trust programmes in the in the north of the county supported by Staffordshire Fire and Rescue Service.

Staffordshire Fire and Rescue Service run a total of **17 programmes** in conjunction with the Prince's Trust, with an average of 200 young people being supported annually.

- Stone Community Fire Station – Prince's Trust 'Team', 3 times a year with an approximate 15 young people on each programme
- Cannock Community Fire Station – Prince's Trust 'Team', 3 times a year with an approximate 15 young people on each programme
- Explore – 5 programmes per year, with an approximate 10 young people on each programme
- Get Started – 6 programmes per year, with an approximate 10 young people on each programme

4.3 Education Update

October 2021 – March 2022

Safe+Sound weekly programmes are still being produced via the Learn Live Channel for Key Stage 2 children. Each weekly programme is broadcast live at 10am on a Wednesday (term time only) and is then available on demand. www.learnliveuk.com/safesound

There are on average 5 different subjects covered each programme, all produced and delivered by ourselves and our partners. Examples of recent topics and delivery partners are;



- **Breathing** – Sporting Communities CIC
- **Electricity on the Railway** – Network Rail
- **Asthma** – HMB Training
- **Play Area Safety** – Tamworth Borough Council
- **Woodland Workouts** – Staffordshire Wildlife Trust
- **Chargers** – Staffordshire Fire and Rescue Service (SFRS)
- **Decision Making** – Re Solv
- **Electrical Safety** – Staffordshire Fire and Rescue Service
- **CPR** – HMB Training
- **Be Cyber Aware** – Cannock Chase District Council
- **Snapchat** – Tamworth Borough Council
- **What Happens When You Call 999** – RNLI
- **Mobile Phones** – Staffordshire Safer Roads Partnership (SSRP)
- **First Aid (heart attack)** – HMB Training
- **Making Decisions** – Stoke On Trent City Council
- **Drones** – Silverdale Country Park
- **Using a defibrillator** – HMB Training
- **Kitchen safety** – Staffordshire Fire & Rescue Service (SFRS)
- **Road safety and cycling** – Staffordshire County Council
- **On board an ambulance** – West Midlands Ambulance Service (WMAS)

Work has commenced with the PSHE Leads for both Stoke-On-Trent and Staffordshire to link our programmes into the PSHE curriculum to enable teachers to see where our content links into their curriculum requirements.

Device numbers peaked on 30th March with **5107** devices tuning in nationally.

3134 of those were Staffordshire based.

Between October 2021 and March 2022 the average number of devices tuning in each week has risen to **2826**.

We are planning to continue with these weekly programmes throughout academic year 22/23 as well as for the remainder of 21/22.

Home Safety Special

A special programme has been produced and placed on the LearnLive channel to view on demand. <https://learnliveuk.com/safesound/#> scroll down the page after following this link to find the Home Safety Special and click on it. This programme is aimed at older members of our community to give advice, information and education on topics such as fire safety in the home, staying safe on line and road safety.

We are also planning to develop a mechanism for our technicians to promote this special programme to our community when they undertake a Home Fire safety Visit as it will reinforce and add value to topics they cover on their visit.

Business Education

- Delivery of accredited courses covering core topics is starting to pick up.
- Support at fires occurring on commercial premises has been maintained throughout the pandemic, the last incident the Business Support Lead (BSL) attended was Fletchers Garden Centre, a protracted incident with major losses, requiring support during the recovery period. BSL assigned to incident via fire control and will manage to conclusion.
- Support of businesses post fire has also been maintained throughout the pandemic
- The BSL is also supporting the Police and SFRS Learning & Development (L&D) Department with staff training, fire, evacuation chair and general fire safety.
- Attendance as a member of the board for the Chamber of Commerce continues to develop



positive relationships across the County, Chamber Council meeting attended 30/03/2022, and Chamber Rural forum Tuesday 5 April 2022 had over 80 attendees and was very well received.

- General fire safety/business life skills advice for businesses is available
- Plans are being developed to ensure a robust transition, and development of the potentials within the role, ready for retirement of the existing Officer in May 2024

Olive Branch

A new Olive Branch training package is currently under development. This new package will be delivered on the Learn Live Channel and will consist of;

- Individual personal log in details
- A half hour film produced by SFRS containing all of the vital Olive Branch information we need our partners to have
- A quiz to test knowledge
- Issuing of an Olive Branch certificate
- Information provided to SFRS to monitor and report on Olive Branch achievement across the County

The new package is being trailed over Easter and should go live by the end of April

Targeted Education

- Plans for September are being developed to introduce a targeted education offer.
- The delivery will be to Key Stage 3 and 4 children who attend Alternative Provision.
- This offer will link to the Key Stage 3 and 4 PSHE curriculum but also to the STEM curriculums where possible.
- Sessions will take place on our Fire Stations and will use the Safe+Sound brand and style of delivery.
- It is likely that a pilot will take place in two locations between September and December which will then inform future delivery.

Volunteering

- Our volunteers did **884.5** hours of volunteering between 1st October 21 and 31st March 22.
- Volunteers have continued to support with roll out of Covid vaccinations.
- Volunteers are also receiving training and development to refresh and train them ready for re launching of our various volunteering roles. Training has been offered in Fire Safety Level 1, carrying out Home Fire Safety Visits, presenting in our Safe+Sound pods and a number of other on line courses.
- The support of our Chaplains has been maintained throughout the pandemic. Closer relationships with Police Chaplains is being developed and new areas of potential joint working are being investigated.
- Volunteers across the ESDG & WSDG have supported the Living alone campaign, this entailed them going to various locations, pubs, clubs etc. to deliver posters and beer mats.
- We also have volunteers carrying out garden maintenance at HQ and sometimes on local stations.
- Volunteers are supporting crews locally for L&D training and 3 pump exercises, including the drama queens supporting with scenarios and exercises
- They are also providing support putting together children's Welepacks for Welephant Club Members.



- Links to all our Voluntary, Community and Social Enterprise (**VCSE**) Locality Forums are being made by Volunteer Coordinators to enable closer links and opportunities via Support Staffordshire.
- We are developing a positive action approach and will be evolving this going forwards.
- Our next opportunity is to launch our Volunteer Led Station Visits at selected stations across the county. We are planning to pilot this from June with a roll out in September. It is anticipated that more volunteers will be needed to meet anticipated demand. Crews and station staff will be fully engaged with these visits but they will be primarily led by our volunteers.
- Links with the NFCC volunteer network is leading to the forming of new relationships with other services and their volunteers e.g. Shropshire FRS which will lead to improved networking and other opportunities.

5.0 A Fire & Rescue Service for Tomorrow

5.1 Climate Change Environmental Protection Strategy

The Environmental & Sustainability Strategy was published in January 2022 with a working group set up to support the introduction of the strategy. There are now two main strands of work, the first is an action plan which includes key departments who have the ability to influence a reduction in our carbon footprint. We now also have an Eco Hub on the intranet to provide environmental education and gather ideas from our staff.

Areas of action and opportunities so far include:

- The procurement team have now embedded the Social Value model into all applicable tenders to ensure Environmental factors are included into contracts and evaluated accordingly, these are reported through their measure's dashboard.
- We now have a new waste management supplier and have the opportunity to recycle at station level, discussions are ongoing.
- We are looking to progress charging points at specific locations and are exploring the potential to purchase a small number of new electric vehicles to complement our support fleet of **105** Non appliance vehicles.
- We are now introducing a Green Space at Stone fire station with the aid of partners to support our environment including the wellbeing of our staff, with the view to roll out to more fire stations in the future.
- We will be creating videos through our Safe & Sound delivery to educate our younger members of the County.

Performance for the overall Carbon footprint contributions of the Service are now being monitored in alignment with the UK government carbon factor figures.

Whilst we await the results of the 2021/22 period an overall total decrease of **10.60%** has been noted in our Carbon Footprint figures from 2019/20 to 2020/21, with a reduction of **227.02** Metric Tonnes of Carbon.



Figure 12: Breakdown of Carbon footprint Change 2019/20 – 2020/21**Total kg CO2e**

2019/20	2142039.91	2142.04	0.00	0.00	0.00%
Total kg CO2e	Total Metric Ton CO2e	Total kg CO2e difference	Total Metric Ton CO2e differen...	Total Carbon Footprint % Change	
2020/21	1915021.10	1915.02	-227018.80	-227.02	-10.60%
Total kg CO2e	Total Metric Ton CO2e	Total kg CO2e difference	Total Metric Ton CO2e differen...	Total Carbon Footprint % Change	

5.2 Enhanced Rescue Pumps (ERP's)

Staffordshire Fire & Rescue Service took the decision to procure two new Enhanced Rescue Pumps (ERPs) as part of the replacement program for existing ageing vehicles and, from a decision made originating from the transformation work stream, the removal from service of the current Rescue Tender from Longton. In essence, the new concept was combining a pump rescue ladder with a rescue tender, to form an enhanced rescue pump. The new vehicles will be located at Stafford and Longton.

So the service can continue to provide a resilient operational response for incidents requiring technical rescue capabilities the requirement for Enhanced Rescue Pumps has been based on current and foreseeable risk within Staffordshire and the analysis of previous incidents attended.

An invitation to tender for the chassis is now complete and the ERP's will be built on a Scania chassis. All suppliers currently estimate a 12 month lead time for vehicle chassis to arrive in the UK and there is no reason to believe that this will be different for the ERP.

An Invitation to Tender (ITT) for the body build was drawn up, circulated and submissions evaluated during Q1 2022. This ITT was created and evaluated by a team from ERT, JETS, commercial services and Operational Staff. The tender document comprised a detailed and robust 'Staffordshire specific' technical and quality specification. Lessons learnt from previous appliance procurement process guided the team. The tender included requirements, features and options over and above the usual fire appliance specification, including those to promote environmental responsibility and a 'Clean Concept' reducing staff exposure to post fire contaminants. This will enhance and improve current fleet capabilities and the services ability to respond to different incident types.

At the time of writing the winning tender has been selected through a process of moderation however a period of standstill is now in effect. The selected manufacturer will be announced once this standstill period closes. A confirmed delivery date will then be available.

Once the chassis arrive the vehicle build and commissioning will begin and it is estimated that if the arrive in Service mid-2023 the appliance build will be complete by end 2023. The appliance will then be subject to a snagging and training period before being made operationally available.



This chassis build period will allow the team to continue to evaluate and finalise the equipment list and stowage preferences prior to the body build phase. Following discussions with Learning and Development, operational crews, other Fire and Rescue Services and industry experts, the Emergency Response Team have been arranging station trials of equipment to assist in deciding on types of equipment best suited to dealing with technical rescue type incidents. New hydraulic rescue tools have been trialled along with an extensive list of new equipment:

- Lighting – portable and personal.
- Battery powered positive pressure ventilation fans
- High lift/High pressure airbags and cribbing
- Hydraulic and Pneumatic supports and shoring/lifting equipment.
- Mechanical rescue jack.
- Stronger battery powered hydraulic tools and also a smaller combi tool.
- A grab bag for rescues that includes small tools and equipment.
- Use of appliance mounted winches and vehicle relocation equipment.
- Packexe protection film to assist glass management

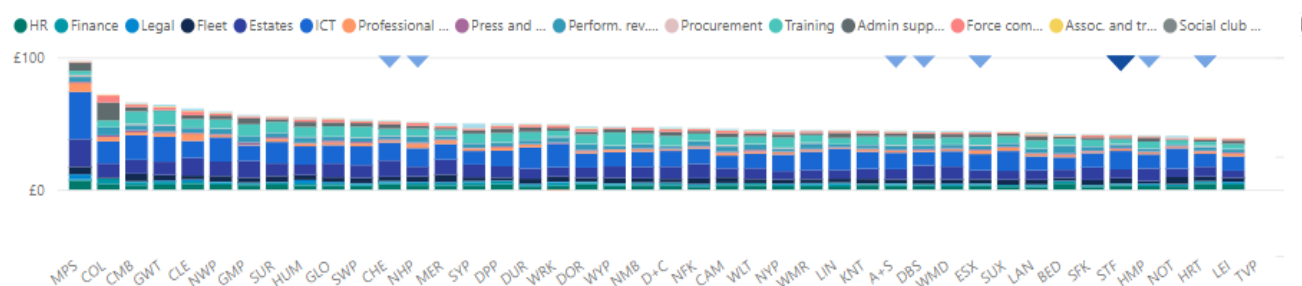
The ERP's will be capable of attending all types of technical rescue incidents but additional to the current capability, crews will have specialist training and will be better equipped to carry out rescues from heavy goods vehicles, train carriages and similar incident types.

5.3 Collaborative Shared Estates

Significant savings, totalling over £1m per annum, have been achieved from collaboration between Staffordshire Fire and Rescue Service, Staffordshire Police and the Staffordshire Commissioners Office since the change to single governance. This covers three strands of efficiency work around shared enabling services (core HR, Finance, Estates, Communications and Procurement), shared use of estate and more recently single procurement to leverage economies of scale in purchasing.

The graph below shows the relative benchmarking position of support services within Staffordshire Police. This is produced independently by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) and shows that the cost per head of population of providing these services is the 6th lowest in the country (with Staffordshire being the 15th lowest funded force per head of population in England and Wales out of 43). Part of the reason for this low-cost provision compared to other forces and relative to our funding levels will be down to the additional efficiencies driven by collaborated shared services.

Which functions (sub-objectives) make up this spending (net revenue expenditure per population)



Whilst the shared services were established during the second half of 2019, from March 2020 the Covid pandemic had a significant impact on shared services due to the need to maintain organisational BAU to all customers and organisational effort being concentrated on the pandemic response.

As we emerge from Covid all parties have a renewed commitment to drive continual reform, improvement and efficiency from the current shared services arrangement. This work was started last year with an evidence-based review of occupational health and will be extended to all shared services in the current financial year. These reviews will differ in intensity based on the relative changes since inception of each service, any concerns around value for money or performance as well as known changes in organisational landscape but will be evidence based. For example, both services are making significant strides in relation to sustainability but the current SLA agreements do not cover this so will be updated to include this. Included within the 2022/23 Internal Audit plan are a number of joint audits which cover areas in scope of the shared services arrangements.

The current arrangements allow each party to vary the level of service (e.g. the police uplift programme has necessitated additionally into the recruitment team which is 100% funded by Police) and for parties to add into shared services requests for new service areas (e.g. leadership development programmes).

In relation to the changing landscape it should be noted that the Fire White Paper is anticipated to be presented by the Government in May. This is anticipated to give Chief Fire Officers organisational independence (e.g. becoming a corporation sole) in the same way as Police Forces are distinct legal entities from the Commissioner's Office. This will impact on the reviews being undertaken and as such will influence the order in which these reviews are undertaken dependent upon the legislative outcome and direction of travel.

Shared services across both Policing and Fire cover more than just the local relationship between Policing and Fire. In addition to this a number of areas of business are best collaborated on with neighbouring Police and Fire Services – for Policing these include police legal services in collaboration with West Midlands Police, organised crime at a regional level and air support at a national level for policing; for Fire these include a shared control room with West Midlands Fire and Rescue Service as well as multi service arrangements for items such as pension administration. There remains an intent to provide the services where best suited based on organisational need as opposed to always seeking Police and Fire collaboration.

In relation to further progress against Joint Estates collaboration the Force is currently changing its operating model to focus on local policing, moving policing closer to the communities they serve. Within this context it has been identified and agreed to progress feasibility studies on three new joint locations between Police and Fire covering Uttoxeter, Kidsgrove and Stone. As this remains at the feasibility stage no commitment has been made yet to complete these shared locations. The benefits to the public purse of the shared locations at both Tamworth and Hanley (within Stoke on Trent) have provided both modern, fit for purpose accommodation to policing as well as generating capital receipts of c.£2m and ongoing revenue savings in excess of £300k per annum across Police and Fire. Whilst the afore mentioned site will not generate the same level of savings due to their relative size they will provide modern, fit for purpose policing facilities within those locations for a generation.



6.0 Emerging Issues

6.1 Waste Site Management

Staffordshire Fire and Rescue Service is highly engaged in the NFCC Waste and Recycling Group and is a lead for the training of NFCC Waste Fire Tactical Advisors which can be requested and mobilised to support with waste incidents. Waste Fire advisors have an increased knowledge of waste, environment agency procedures and extinguishing techniques and also support in the pre planning of waste site risks. In Staffordshire, waste fire Tactical Advisors have been involved with the risk assessment to our most significant waste sites and have supported neighbouring fire and rescue services with waste fire incidents.

Our work within the NFCC Waste and Recycling Group puts us at the forefront of identifying and understanding emerging risks such as BESS (Battery Energy Storage Systems) which are starting to appear within our communities and the risks from Li-ion batteries. We are actively involved with partners such as the Environment Agency and the Joint Unit for Waste Crime to actively monitor changes within the waste sector and to fight waste crime within our communities.

Illicit Waste sites became a serious issue locally some years ago. A significant waste fire near Rugeley burnt for 18 months and this also coincided with a number of high profile illicit sites where refuse derived fuel (RDF) was illegally dumped in buildings or open areas due to a change in the supply chain in Europe meaning that the UK's waste could no longer be disposed of overseas. With this change in risk, SFRS set up the Risk and Response waste site group. The group chaired by SFRS is made up of many different agencies including Local Authorities, the Environment Agency, Water Authorities, Civil Contingencies Unit, the Police, as well as other partners has the purpose of proactively tackling waste crime within Staffordshire and Stoke-on-Trent, risk assessing and providing operational plans as well as working with those victims of waste crime to use joint enforcement powers to mitigate or completely remove the risk. Alongside this SFRS also initiated a Waste Fire Tactical Advisors Course through the NFCC, which is delivered to Fire & Rescue personal as well as partners, to ensure best preparedness should a fire occur to reduce the impact of a fire on people, property and the environment.

In 2018 there were **20** sites in Staffordshire and Stoke-on-Trent that due to the potential impact on people, property, the environment and local infrastructure were classified as high risk, this list has now reduced to **5** sites with **15** having been completely removed.

Some of the highest risk sites in the county have been identified as industrial sites that store large amounts of flammable and hazardous materials. One of these sites has now been cleared, with another being in the process of being cleared by independent contractors, and which is on track to be completed by autumn 2022.

Work is ongoing with the remaining sites to ensure the Service and partners are best prepared should an incident occur to limit the impact on the local community.



6.2 Alternative Fuel Systems

There is an increasing challenge facing the Fire Sector with regards to Alternative Fuel Systems. Alternative Fuel for vehicles and general power supply is quickly becoming a more popular choice partly due to the Governments 'transport de-carbonisation plan' which sets out plans for:

- A net zero carbon rail network by 2050
- Net zero domestic aviation by 2040
- Phasing out the sale of all none net zero HGV's by 2040
- End the sale of all new petrol / diesel cars by 2030

Whilst the climate emergency must take precedence, the challenges posed by alternate fuels to fire and rescue services cannot be ignored. Unlike petrol and diesel car fires, which once extinguished are out, lithium-ion batteries can easily reignite once alight. Huge amounts of water are needed to cool the battery, then the power cables must be cut – which puts firefighters at risk of electrocution. The toxic gases released from the battery add an extra layer of risk. A leading manufacturer for electric vehicles state that fires involving the lithium-ion batteries may take up to 24 hours to fully extinguish and then the vehicle should be quarantined for a further 48 hours to ensure safety should it reignite.

Hydrogen or other alternative gas powered vehicles also pose a large risk when involved in fires. A recent move for larger vehicles such as buses and trains to be hydrogen powered has seen a number of fires that behave differently to that of standard fuel vehicles.

As recently as April 2022 a Compressed Natural Gas (CNG) powered vehicle in the Perugia area of Italy became alight. This shows the dangers with large directional flames, which whilst in the open is merely the pressure release valves doing their job and preventing explosion, the risk would be very different in a more built up suburban area.

Article link: [Puglia CNG Coach Fire](#)

The NFCC are currently leading on a number of areas with regards to the above but services are aware of the need to ensure they are best prepared to deal with this emerging risk from a wide perspective which will involve Prevention, Protection and Response.

6.3 HS2 Protestor Sites

The HS2 have issued a compulsory purchase order for land located at Swynnerton/A51 the land is currently owned by Lord Stafford. However, a group of HS2 Protesters have moved onto the site to protest the planned HS2 excavation works.

The protestor site provides an additional risk to fire and rescue in this area of the county due to the camp being constructed on multiple levels including elements that are underground and also at height. Primarily the site is of wooden construction which increases the potential ignition sources from cooking and smoking, and is based in an area of woodland. Vehicles are also parked in this area, which is a potential risk to impeding emergency responder access to the site.

There is a further risk to subterranean rescue from tunnel collapse, irrespirable atmosphere, confined



spaces of operation, and the decomposition of organic matter that may be present at the site.

In order to ensure that the Service remains vigilant to the risk posed, a Multi-agency tactical response plan has been developed around the site for emergency responders, which includes the use of specialist resources and rescue equipment.

A secondary site has been constructed in the vicinity of the county show ground, which displays that protester sites within the county are increasing in number and this is recognised as an emerging risk for all emergency responders.

Staffordshire Fire and Rescue service continue to engage in multi-agency briefings and assist in the development of tactical response plans to incident scenarios.



7.0 HR and Finance Update

7.1 Recruitment Activity

Between October 2021 and March 2022 the following activity has taken place:

- The recruitment of DCFO and Assistant CFO has been completed with **Michelle Hickmott** due to commence employment on 7th May as ACFO for the Service.
- **13** Support roles have been filled
- **10** Operational roles have been filled
- **1** Individual currently at Pre-Employment/Offer stage
- **11** Roles currently out for advert including Watch Manager and On Call Crew Manager position.
- **7** Whole-time Firefighters have commenced on apprenticeship.
- **10** firefighters commenced within On Call on the 20 week training plan.
- The recruitment of a Positive Action coordinator is underway to assist in planning positive action activity and to improve equality, diversity and inclusion within the Service from underrepresented groups.
- A recruitment manager is now involved with national group work for Direct Entry to consider implications for early adopting this for our Station Manager cohort.

Figure 13: Establishment Data*

Establishment Position 31st March 2022					
Role	Movement over 12 month period	Budget 2021/22	31st March 2022 Position	Variance	
01.Management Team	0.00	12.00	12.00	0.00	
02.Station Manager	1.00	21.00	22.00	1.00	
03.Watch Manager	-3.00	61.00	57.00	-4.00	
04.Crew Manager	3.00	40.00	41.00	1.00	
05.WT Firefighter	-4.00	162.00	167.30	5.30	
06.WT Firefighter Casual Contracts	2.00		8.00	8.00	
07.On Call Firefighter	-2.60	387.00	263.40	-123.60	
08.Support Staff	-0.60	146.00	130.00	-16.00	
09.Secondments / Funded Posts	0.00	17.60	15.40	-2.20	
Total	-4.20	846.60	716.10	-130.50	

**This report shows headcount as FTE (Full Time Equivalent) WT Firefighters refers to Whole-Time Firefighters.*



Workforce Diversity

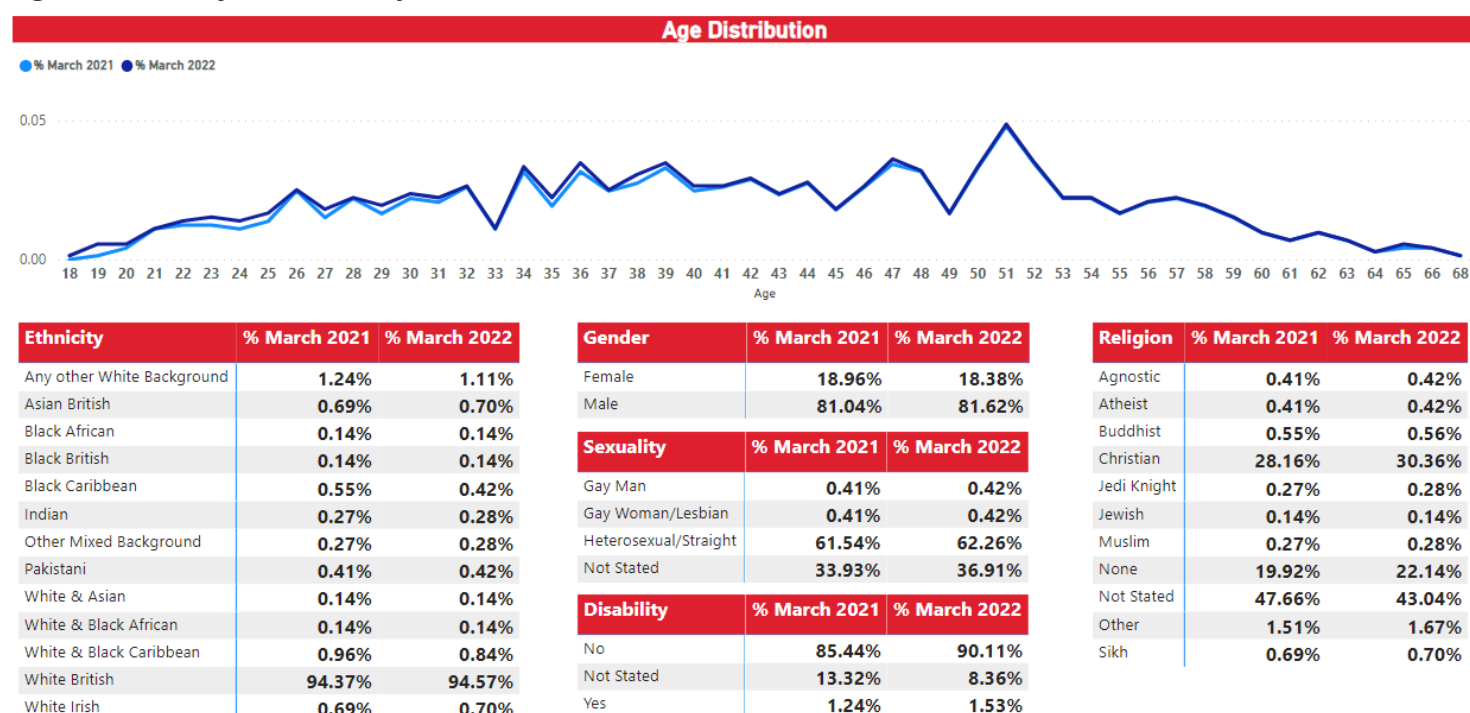
Diversity is a significant area of development for the Service and in recognition of this we have committed to investing into the provision by recruiting to a Positive Action Coordinator role. This is a new approach to improving equality, diversity and inclusion within the Service; and the intended impact of this role is to increase and maximise the number of job applications from underrepresented groups.

The Substantive Station Manager Recruitment process closed on the 20th December 2021 and attracted the following applicants;

- **30** Total applicants
- **3.3%** Female
- **3.3%** BAME
- **3.3%** LGBT
- **3.3%** Declared disabilities

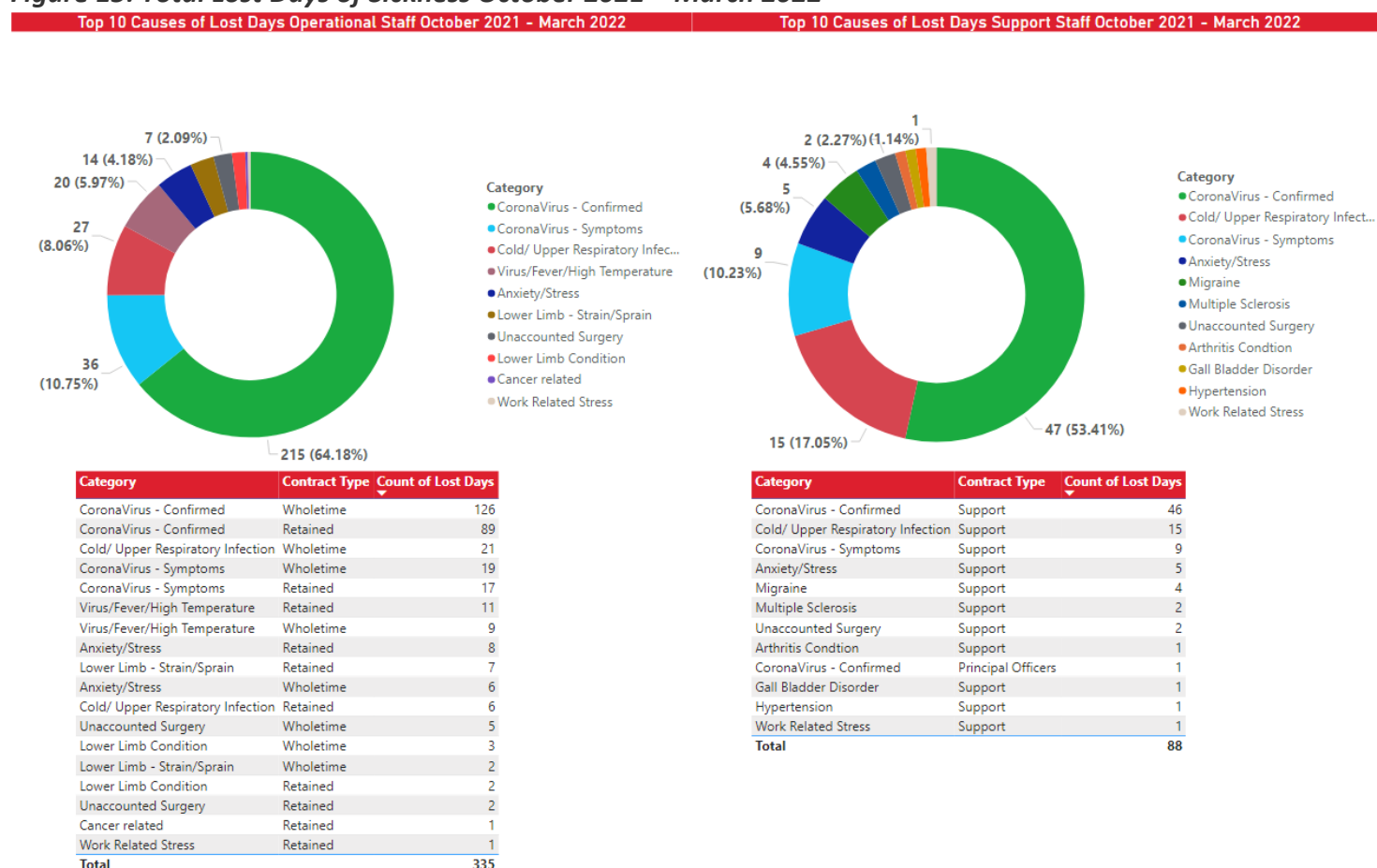
The charts below display the workforce diversity position as at March 2021 and March 2022. These charts are based upon declared data collected during the recruitment and on boarding process. This data is voluntarily provided by individuals.

Figure 14: Workforce Diversity March 2021 – March 2022



Workforce Sickness

Figure 15: Total Lost Days of Sickness October 2021 – March 2022



- As can be seen from the chart above confirmed cases of Coronavirus between October 2021 and March 2022 were the leading cause of individual lost days for the service for both Operational and Support staff contributing to **52.69%** of the total days lost due to sickness.
- Individuals displaying Coronavirus / Respiratory symptoms were also the second and third highest contributor to individual days lost through sickness over the period.

7.2 Finance Update

This Finance update covers the financial position for the Authority for the full year ending 31 March 2022. The revenue budget for the year was approved by the Staffordshire Commissioner at £42m in February 2021, with Council Tax Band D set at £78.78 (+1.99%).

The total revenue outturn for the year closed in a good position at £41.2m and is £0.7m favourable to budget. This year end position is after funding the capital financing requirement for the year (£0.4m) with the balance added to reserves to further support the 2022/23 capital programme. The position shows some improvement on the forecast position and includes the efficiencies achieved by budget

holders through the Budget Challenge sessions of £0.3m and also the saving of £0.45m delivered through the business rates appeals process that has now finally concluded with Valuations Office Agency. The above savings were all recognised in the second half of the year with savings increasing from £0.3m (period 6) to £0.7m (period 12), both after the use of reserves.

Good progress has been made in year with regard to the transformation agenda for the Service, with a number of key workstreams ready for implementation during 2022/23. This position supports the updated saving requirement of £2m as identified within the approved MTFs. The key workstreams will be discussed with staff as part of the Financial Challenge workshops being delivered across the Service in June 2022, enabling valued opinion and feedback to be gathered from all staff groups.

Pay costs closed slightly favourable to budget at £27.2m with savings from support staff vacancies and On-call compensating for additional whole-time costs being incurred. Whole-time pay finished cumulatively £0.1m over budget with casual contracts and crewing deficiency costs resulting in this additional cost pressure. The Pay costs included the 1.5% pay award for Operational Staff and also the 1.75% pay award agreed for support staff incurring additional pressure into the medium term due to the budgeted pay pause.

Operational overtime remained high at £0.7m but in line with the previous year. Reducing overtime spend is a key focus and priority area being reviewed as part of the Service transformation work.

Overall income and finance costs have closed in line with budget by year-end, with grant reconciliations being completed as part of the year end process.

The capital spend for 2021/22 closed at £0.5m, which is considerably less than the original budget approved for the year and £1.7m behind the forecast. The continued impact of the pandemic during the year has had some impact upon spend and the ability to deliver against the original and forecast programme in addition to product availability in a challenging market place. Major building projects planned for the year at Stafford and Abbots Bromley have also been delayed.

The Cash position at closed at £15.5m and is cumulatively £6.9m better than budget, this is largely driven by the low capital spend in year and additional grant income. Cash remains in a very healthy position and new borrowing is not anticipated during 2022/23.

