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Staffordshire Fire and Rescue Service

Public Performance Meeting

27th February 2020

Protective Marking: Official



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Table of Contents

Corporate Safety Plan and Performance Measures:-	p. 3
<ul style="list-style-type: none"> • Total number of incidents attended • Number of accidental dwelling fires • Number of accidental dwelling fire deaths and injuries • Number of Safe and Well Visits completed • Number of accidental business property fires • Number of road traffic collisions (RTCS) attended • Number of automatic fire alarms we attend 	
Grenfell Tower Inquiry and local impact	p. 14
Community Sprinkler Project	p. 16
HMICFRS Staffordshire Report & State of Fire: An annual assessment of Fire & Rescue Services in England	p. 18



Corporate Safety Plan and Performance Measures

The purpose of this section of the report is to provide a range of information that relates to the Service's performance against the strategic measures defined within the Corporate Safety Plan (CSP) 2017-2020: -

Work is currently ongoing developing the next Safety Plan in conjunction with the development of the Staffordshire Commissioners Fire and Rescue Plan. The publication of the Safety Plan 2020 – 2024 will be delayed until after the Police, Fire and Crime Commissioner election taking place in May 2020. This will ensure the new Commissioner is satisfied at the approach and methodology adopted by the Service in developing the new plan. The delay in publication presents no risk to the Service or the Staffordshire Commissioner Fire and Rescue Authority, as it can be published during the course of the 2020/21 financial year.

The Service measures performance using a three tier methodology which includes a strategic tier, a geographical tier and an individual tier. This enables a robust approach to examine performance across a range of levels thereby improving service delivery.

Strategic Tier

This tier examines data and graphs relating to the service measures that are identified in the Corporate Safety Plan.

Geographic Tier

Looks at a particular trend or spike in more detail to identify particular geographic areas of interest, sociodemographic factors such as the type of people having certain incidents and even link to causality or contributory factors behind the incidents.

Individual Tier

The post incident questionnaire gains feedback from people that have had direct interaction with the Service. The tracker survey gains feedback from a cross section of the general population through a random sample survey. This helps to paint a picture of the impact that the Service has on individual's lives as well as the general perceptions of the



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communities of Staffordshire and Stoke-on-Trent.

The strategic measures as detailed in the CSP are: -

- Total number of incidents attended
- Number of accidental dwelling fires
- Number of accidental dwelling fire deaths and injuries
- Number of Safe and Well Visits completed
- Number of accidental business property fires
- Number of road traffic collisions (RTCS) attended
- Number of automatic fire alarms we attend



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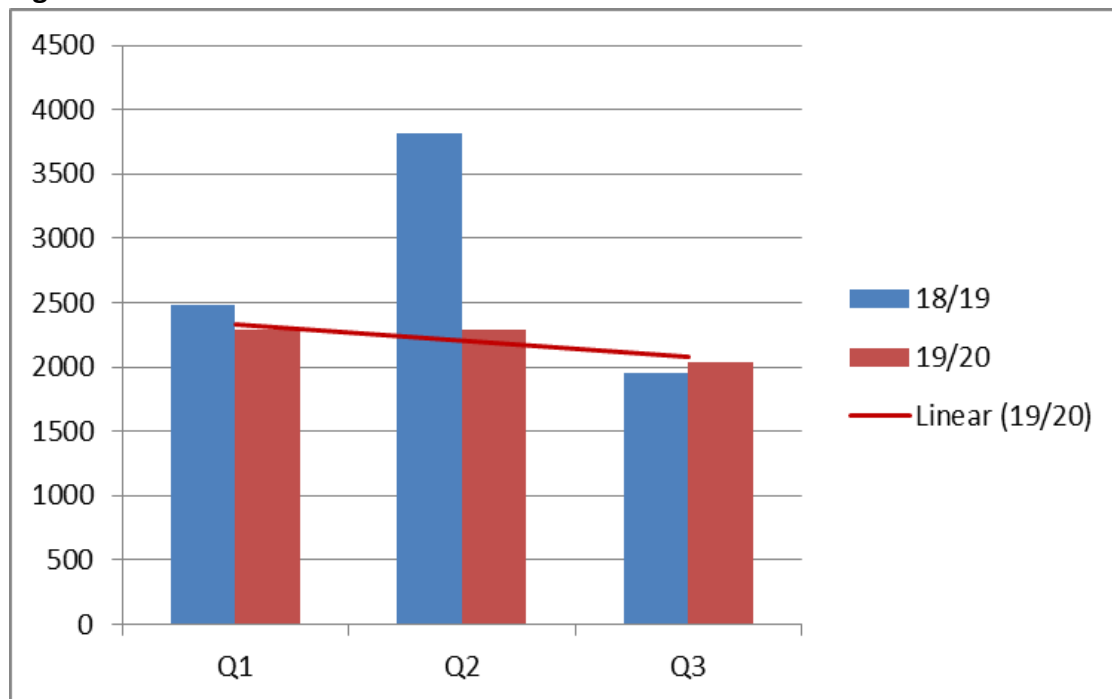
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Total number of incidents attended

The Service attended 6629 incidents during Q1-3 in 19/20 compared to 8249 during Q1-3 in 18/19. This represents a reduction in the number of incidents attended by 1630 or 20% decrease against 18/19. The overall reduction in the number of incidents was predominantly caused by a significant decrease in the number of secondary fires due to a very different weather pattern experienced during the summer of 2019 in comparison to 2018. Quarter 2 of 18/19 saw the busiest period of emergency calls since 2011, a picture locally that was reflected nationally. The trend between these specific quarters is in a downward direction and in respect of the incidents attended over the different quarters this can be seen in the table shown in figure 1. Figure 2 illustrates the performance over the last 3 years.

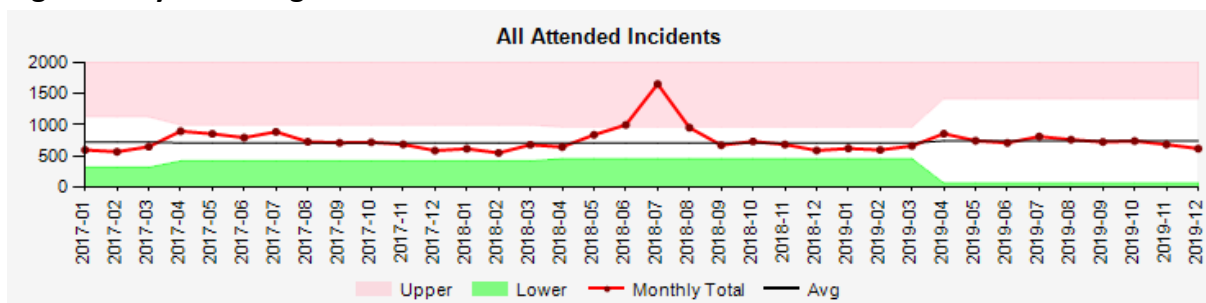
Figure 1 – Total Incidents Attended





Attended Incident Types	Q1-3 19/20	Q1-3 18/19
False Alarm Equipment	1233	1086
False Alarm Good Intent	1295	1466
Special Service Calls	1083	976
Primary Fires	1134	1194
Secondary Fire	1191	2327
Road Traffic Collision	541	530
False Alarm Malicious	101	136
Chimney Fire	41	48

Figure 2: 3 year rolling



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.



Number of accidental dwelling fires

The Service attended 421 accidental dwelling fires during Q1-3 in 19/20 compared to 438 during Q1-3 in 18/19. Of these incidents 279 were classified as low severity and 142 as high severity, in comparison to 259 low and 179 high during Q1-3 in 18/19. The top causes of these fires remain the same as the previous years; cooking related and faulty equipment and over the last 6 quarters the trend can be seen to be relatively static as seen in figure 2. Figure 4 illustrates the performance over the last 3 years.

Figure 3 – Total Accidental Dwelling Fires

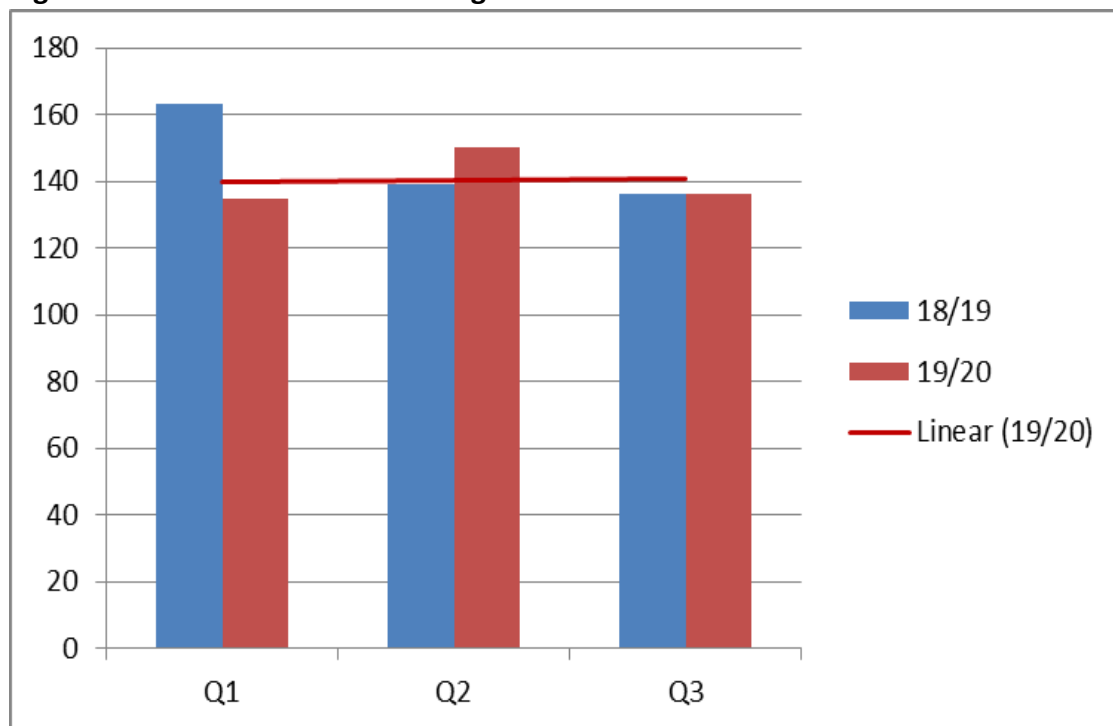
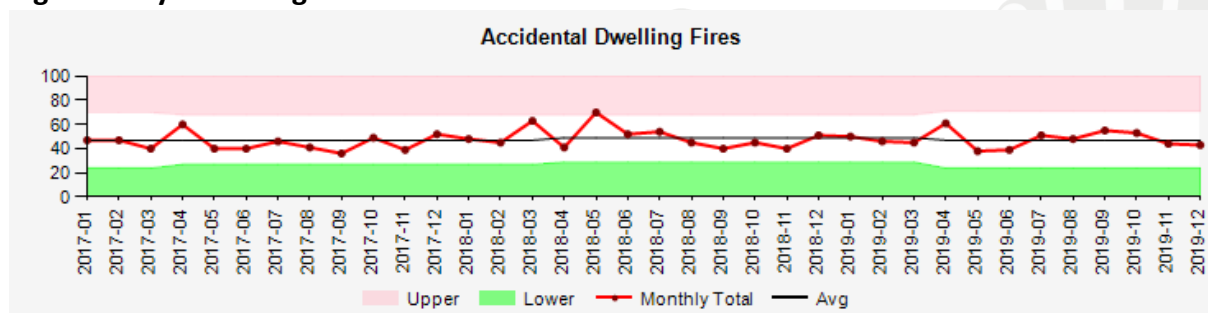


Figure 4: 3 year rolling





Number of accidental dwelling fire deaths and injuries

During Q1-3 in 19/20 there were 8 injuries and 5 fatalities which occurred in accidental dwelling fires in comparison to 16 injuries and 3 fatalities during Q1-3 in 18/19 as shown in figure 3. It is important to recognise that in all but 3 of the incidents that resulted in an injury or a fatality the individuals concerned presented with one or more of the SAME factors. Figure 5 illustrates the performance across this measure and figure illustrates the performance over the last 3 years. 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 6 illustrates the performance over the last 3 years.

Figure 5 – Deaths & Injuries in Accidental Dwelling Fires

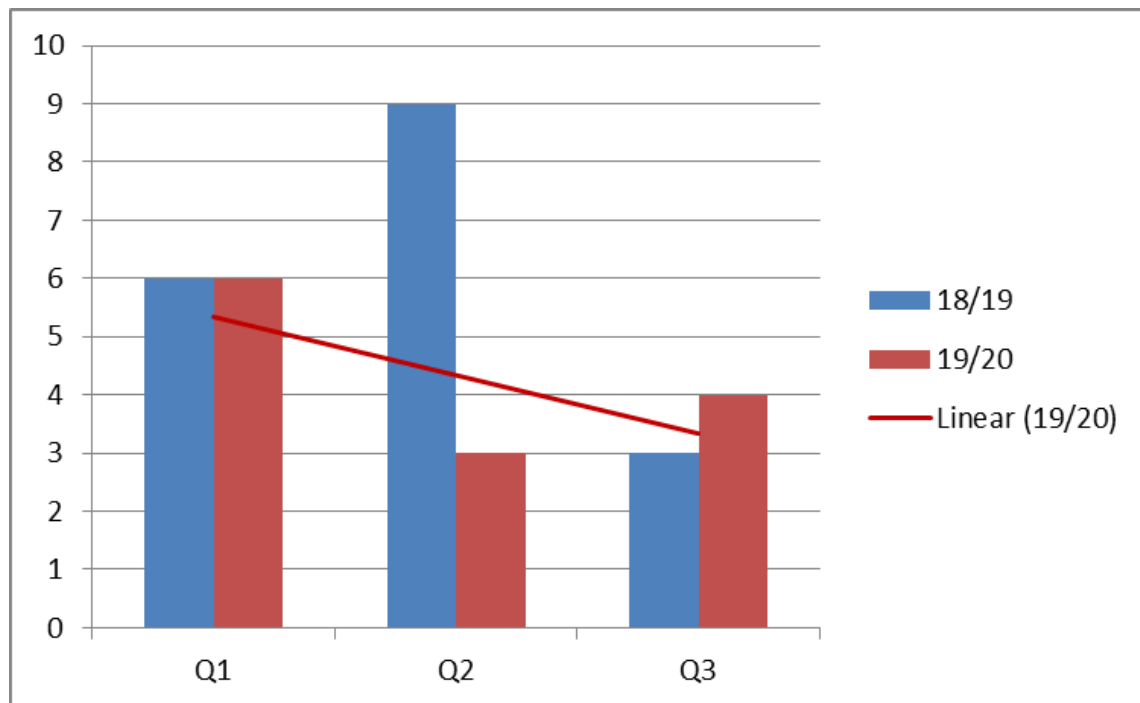
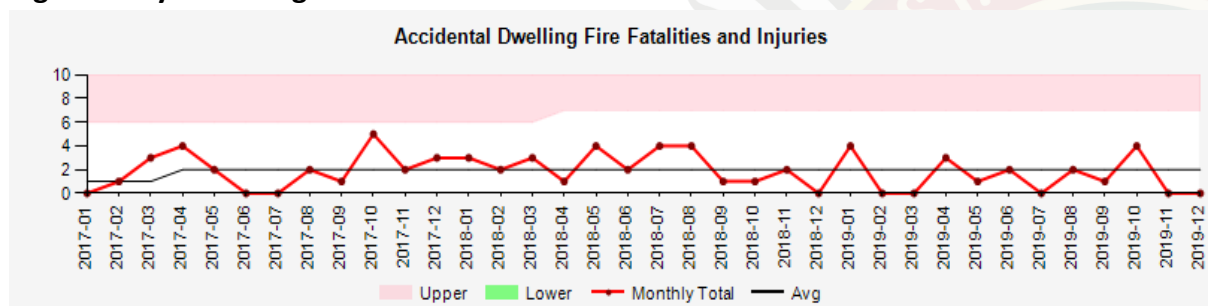


Figure 6: 3 year rolling





Number of Safe and Well Visits completed

During Q1-3 in 19/20 21482 safe and well visits were completed in comparison to 17698 during Q1-3 in 18/19. The number of visits which were delivered during the summer months of 2018/19 was significantly reduced due to operational demand during the extended period of hot weather. Figure 7 illustrates the individual quarter comparison and figure 8 illustrates the performance over the last 3 years.

Safe and Well visits are targeted and prioritised to the following groups within our communities, we continue to provide advice and guidance to all residents however the individuals identified below will receive a visit: -

- Those that have had a fire and the surrounding properties
- Couples who are 85-years-old or over
- Single occupiers ages 65 or over
- Single occupiers, aged 50-64, who are smokers or alcohol dependent
- Single parents
- Couples with young children
- Anyone with alcohol dependency
- Anyone whose property is at immediate risk of arson

The Service risk stratifies the county and then at household level determines the actual stratification level the household falls into, gold, silver or bronze. This approach ensures the most vulnerable are targeted and receive a bespoke visit from a crew, technician or volunteer.

During Q1-3 in 19/20 840 referrals onto partner agencies were made from these safe and well visits compared to 631 during Q1-3 in 18/19. To ensure feedback is provided to crews/prevention team members on the outcomes of these referrals the Community Advice Team proactively seek information from the referral agencies as to any follow-on



actions undertaken and the outcomes for the resident.

The number of visits to priority households has increased year on year, whilst visits to other households is reducing.

Figure 7 – Safe and Well visits completed

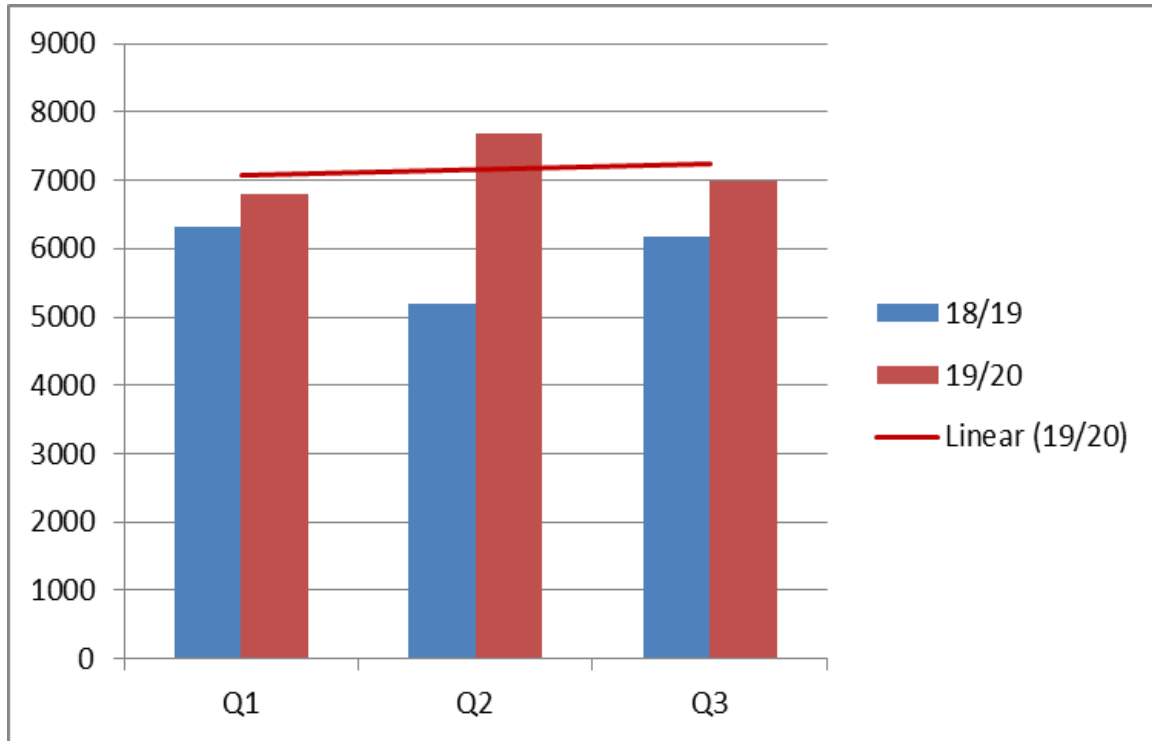
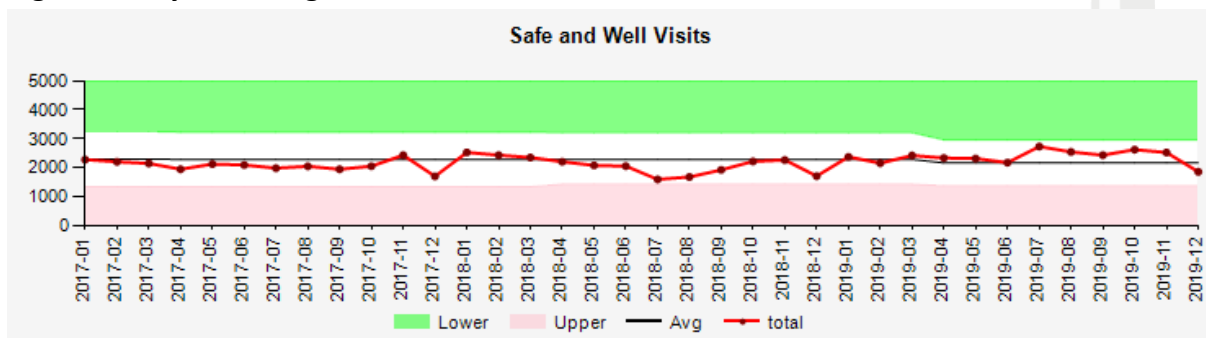


Figure 8 – 3 year rolling





Number of accidental business property fires

The Service attended 90 accidental business fires in Q1-3 in 19/20 in comparison to 132 during Q1-3 in 18/19, as shown in figure 9. The top cause of this type of incident over the last 3 years has been faulty equipment however over the last 3 years the trend for this type of incident is in a downward direction. Our business support team work with local businesses to provide advice and support to assist them from both a prevention and recovery perspective. Figure 10 illustrates the performance over the last 3 years.

Figure 9 – Accidental Business Fires

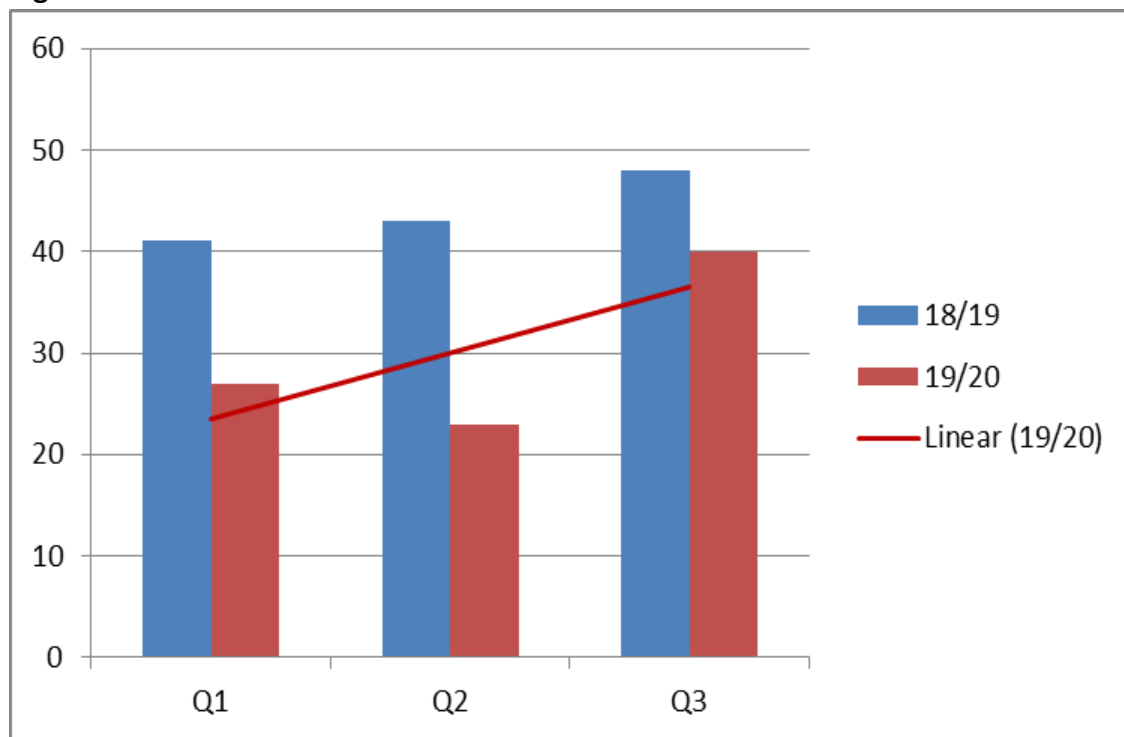
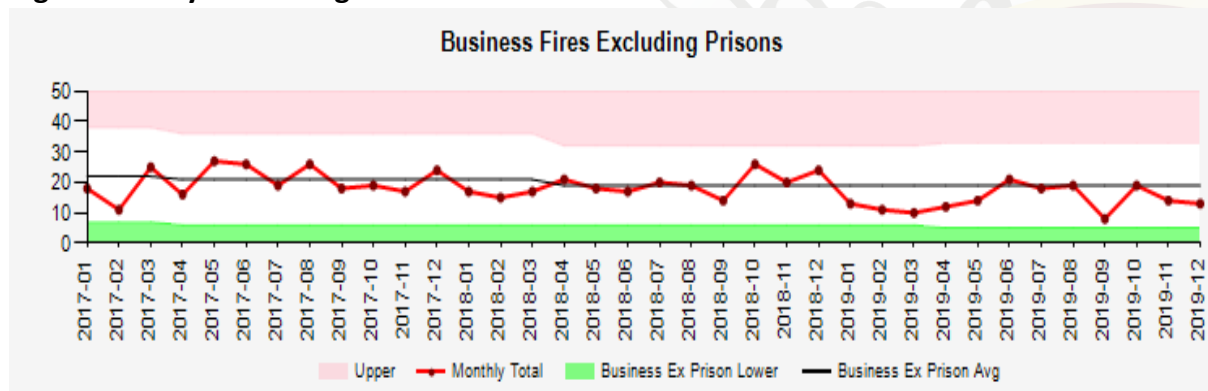


Figure 10 – 3 years rolling





Number of road traffic collisions (RTCS) attended

The Service attended 543 Road Traffic Collisions (RTC's) during Q1-3 in 19/20 in comparison to 532 during Q1-3 in 18/19, as shown in figure 11. The Service does not attend all RTC's that occur across the county therefore this figure does not represent the totality of RTC's experienced across Stoke-on-Trent and Staffordshire. Of these incidents during Q3 19/20 crews assisted with the removal of persons from vehicles on 91 occasions, whilst on 303 occasion's crews made either the vehicle or the area safe. This is in comparison to 87 extrications and on 296 occasions crews made the areas safe during Q1-3 18/19. Figure 12 illustrates the performance over the last 3 years.

The Service continues to work with the road safety partnership in order to further reduce the numbers of RTC's experienced within Staffordshire and is fully involved in a number of initiatives throughout the county.

Figure 11 – RTC's attended

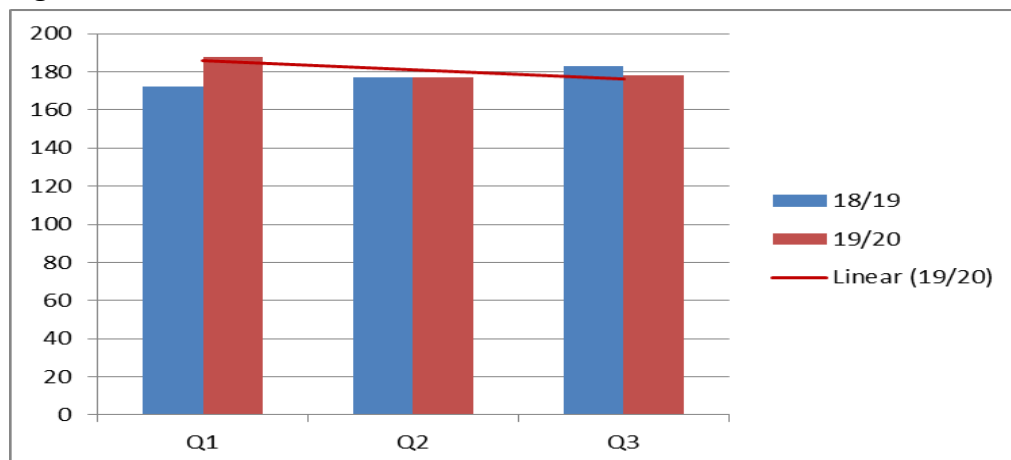
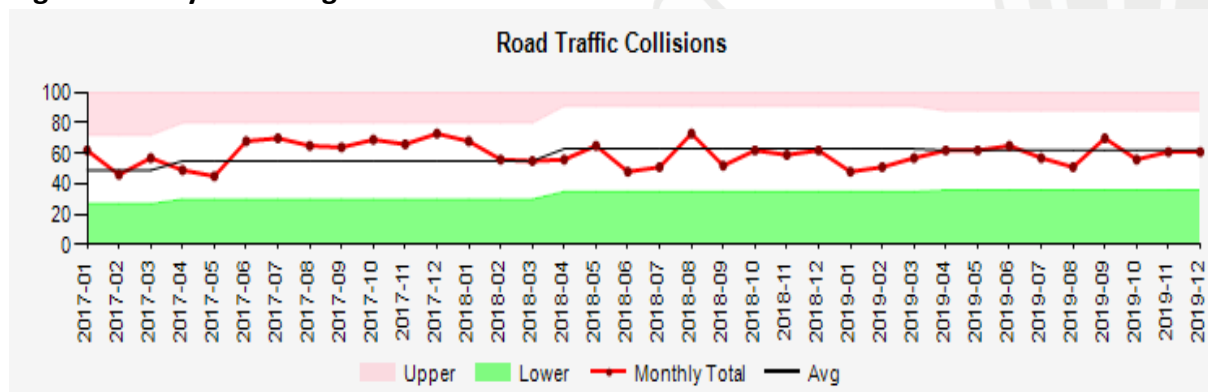


Figure 12 – 3 year rolling





Number of automatic fire alarms we attend

The Service attended 1161 automatic fire alarm signals classed as unwanted fire signals during Q1- 3 in 19/20 in comparison to 1061 attended during Q1-3 in 18/19, as shown in figure 13. It is important to note that the top 4 categories in respect of the type of properties experiencing these incidents are residential in nature. Crucially, a fire alarm signal is not classed as an unwanted signal until an attendance has been made in accordance with Service policy. Figure 14 illustrates the performance over the last 3 years.

The Service introduced a revised automatic fire alarm policy which defines the methodology the Service adopts when in receipt of these types of calls. Fire Control utilise a call challenge process for automatic fire alarms and Q1- 3 in 19/20 a further 1802 calls were not attended as they were screened out by the process of call challenge. Over the last 3 years the trend for this type of incident is in an upward direction

Figure 13 – Attended automatic fire alarms

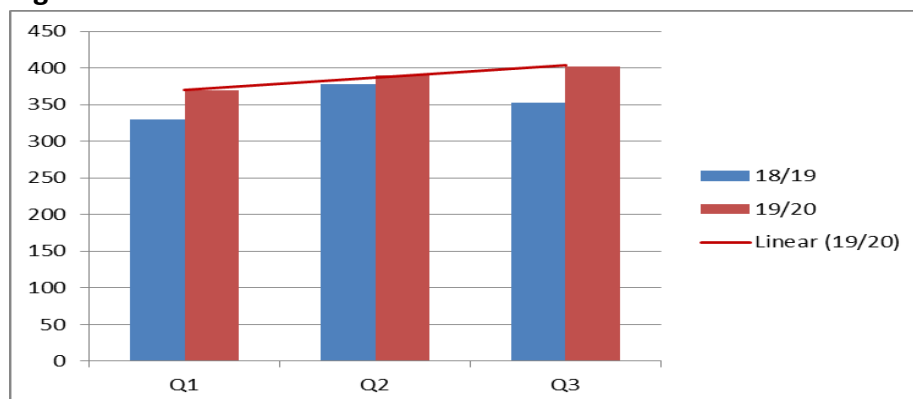
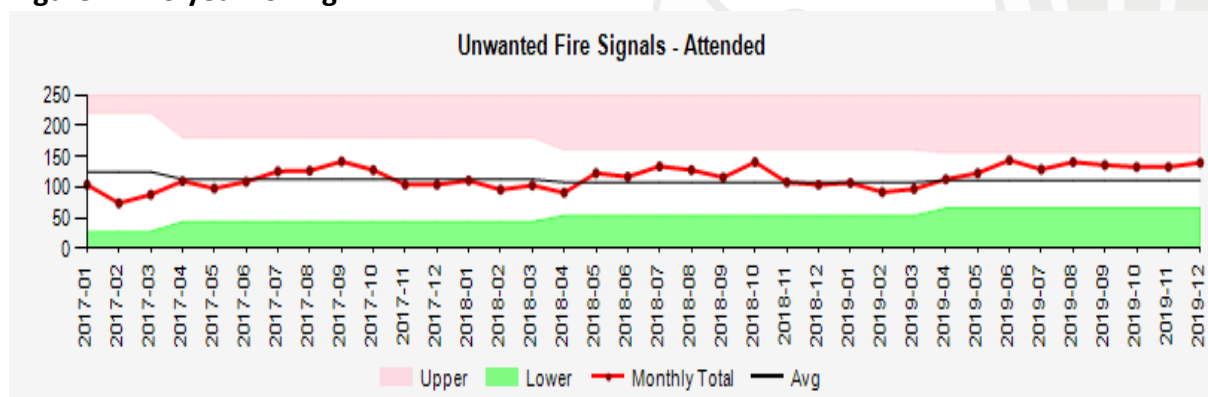


Figure 14 – 3 year rolling





Grenfell Tower Phase 1 Inquiry

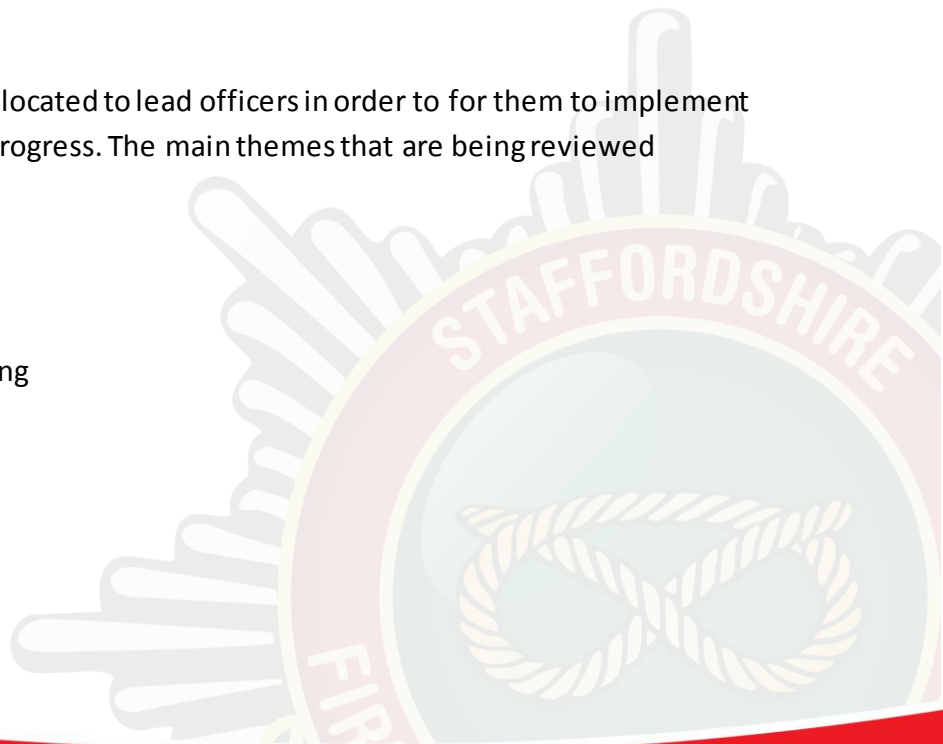
The Phase 1 report covers the events of the fire that occurred on 14th June 2017 and the response from the London Fire Brigade. The report highlights a significant number of recommendations based upon the findings from the incident - all of which are now being considered by Staffordshire Fire and Rescue Service. It is important to note that phase 2 of the inquiry is due in 2020 and will focus on the events leading up to the fire which include fire safety, building control and regulatory issues.

In order to manage the work effectively, a task and finish group has been established in order to comprehensively evaluate the recommendations and to identify the lessons to be learnt and to ensure that they are implemented. The group has brought together work already commenced by the Service which include a review of high rise building fire procedures/policy and it is connected with the Community Sprinkler Project for Stoke-on-Trent and Staffordshire which has resulted in 12 high rise residential buildings in Staffordshire having sprinklers fitted since 2016 with a further 18 committed over the next two years.

The Grenfell Phase 1 group is chaired by the Director of Response and has started to ensure that all of the actions are consolidated and formatted consistently in line with the services' organisational assurance processes. As part of this process, three different action plans which have been developed in response to the report (NFCC themed actions, the Phase 1 specific chapter recommendations and the Services' high rise policy actions that had been identified prior to the release of phase 1 report) have been amalgamated into one action plan.

The actions identified have been allocated to lead officers in order to for them to implement specific areas of work and record progress. The main themes that are being reviewed include:

- Training
- Incident Command
- Operational Guidance and Learning
- Communications
- Equipment
- Stay Put Policy and Evacuation
- Foreseeable Risk
- Fire Safety Information





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- Firefighter Physical and Mental risk

Formal updates on progress will be presented to the Service and the Staffordshire Commissioner Fire Authority and Recommendations to the Staffordshire Commissioner will cover:

- Updates on actions taken - set out against a local gap analysis formed from the phase 1 report
- Any associated costs with the implementation of the recommendations for the service
- How best to receive assurance from building owners that actions bestowed upon them have been progressed

As progress is made into 2020, this work is likely to be influenced by the phase 2 of the Grenfell inquiry. Phase 2 will focus on the decisions which led to the installation of a highly combustible cladding system and the wider background against which they were taken.

A number of issues have already been identified which will require changes to building regulations to improve fire safety in order to fix the 'broken system' of building regulations, as Dame Judith Hackitt described it in her recommendations to government published in the Independent review of building regulations and fire safety, 2017.



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Community Sprinkler Project

The Service delivers preventative interventions in order to reduce the amount of operational demand it experiences. Our focus is still firmly on the fact that prevention is better than cure.

Therefore we continue to invest in the proactive prevention activities that have seen the number of fire related casualties fall to their lowest ever levels in recent times. SFSR believe that sprinklers are the most effective way to ensure that fires are suppressed or even extinguished before the fire service can arrive. They save lives and reduce injuries, protect firefighters who attend incidents and reduce the amount of damage to both property and the environment from fire.

The evidence produced indicates that sprinkler systems operate on 94% of occasions demonstrating very high reliability. Furthermore, it is evident that when they do operate they extinguish or contain the fire on 99% of occasions and are thus very effective. The research also found that in both converted and purpose built flats that sprinklers are 100% effective in controlling fires.

The installation of sprinklers in domestic properties has long been of great importance to the Fire and Rescue Service in Staffordshire, from the private members bill in 2010 to the business case for sprinklers developed for the then Chief Fire Officers Association the Service has lobbied heavily for the inclusion of suppression systems in building regulations for domestic properties.

The Community Sprinkler Project is an ambitious project that was commenced by the Service in 2016. It aims to encourage the fitting of automatic fire sprinklers in all residential buildings with 5 or more storeys within Stoke on Trent and Staffordshire within 10 years. The project includes support from the Service to the housing provide which incorporates qualified fire safety engineers, joint work with resident awareness sessions and match funding where individual business cases are submitted and approved.

The following developments have been completed in respect of the retro-fitting of sprinkler systems into these properties: -

- ❑ David Garrick Gardens in Lichfield comprising 2 high rise blocks consisting of flats for over 55's providing protection within 64 flats,



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- ❑ In Stoke-on-Trent 3 high rise blocks, Seddon Court, Lindop Court and St. Luke's Court are now completed providing protection within 138 flats,
- ❑ Tamworth Borough Council has now completed the works to their 6 high rise buildings providing protection to 387 flats.

The following works are currently in progress:-

- ❑ Stoke on Trent City council is continuing with its retro-fitting programme within the forthcoming financial year,
- ❑ Stafford Rural Homes are currently working on a project for 1 high rise premise in Stafford,
- ❑ Kingston CPC in Lichfield are retro-fitting 4 blocks of 8 floors with works in a show flat recently started.

To date funding has been provided to support the development in David Garrick Gardens (circa 50% of total cost) and further funding is ring-fenced for Kingston CPC. No business cases for funding were submitted Stoke-on-Trent City Council or Tamworth Borough Council.



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HMICFRS Staffordshire Report

On December 17th 2019 the HMICFRS published the tranche 3 inspection reports which included the report specifically for Staffordshire Fire and Rescue Service following the inspection which was undertaken in July 2019.

The Service was judged to be “Good” in each of the three core questions of the inspection, efficiency, effectiveness and people. The Service was further judged to be “Good” in ten of the eleven sub-diagnostic levels which underpin the three core questions. The Service was judged to be “Outstanding” at promoting the right values and culture which was the final of the sub-diagnostic criteria. Across all other Fire and Rescue Services in England only three others were rated as outstanding in this sub-diagnostic which places the Service in a strong position nationally.

HMICFRS stated that, Staffordshire FRS is good at providing an effective service to the public. It is good at:

- Understanding the risk of fire and other emergencies
- Preventing fires and other risks
- Protecting the public through fire regulation
- Responding to fires and other emergencies
- Responding to national risks

SFRS is good in the efficiency of its services. It was found to be good at making the best use of resources and also at making its services affordable.

SFRS is good at looking after its people. The Service was judged to be outstanding at promoting the right values and culture. It is good at:

- Getting the right people with the right skills
- Managing performance and developing leaders
- Ensuring fairness and promoting diversity

Overall the HMICFRS were very pleased with the performance of Staffordshire Fire and Rescue Service (FRS) in keeping people safe and secure, and, in particular, in how it looks after its people. Overall, the HMICFRS commended the Service for its performance and are confident that the Service is well equipped for this to continue.



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There were no areas which required improvement however there were areas for improvement for the Service to consider: -

- The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme,
- The Service should improve the availability of its on-call fire engines,
- The Service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration,
- The Service must ensure scenario plans for future annual budgets are fully considered, including measuring likely impacts,
- The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.

Following the hot debrief in July 2019 the Service has actioned a number of areas against the areas for improvement as identified within the HMICFRS report, which include: -

- Secure funding and recruit three new fire safety auditors,
- Commence the Service 2025 project which includes a review of the retained on-call system locally, alongside the development of a number of options for prevention, protection and response activities set against a range of financial scenarios,
- Work on a effective succession planning approach,
- Work with Staffordshire Police and the Office of the Staffordshire Commissioner to ensure the benefits and outcomes of collaboration can be quantified and qualified.

Aspects of the Service 2025 project have already been implemented to ensure continued improvements in the efficiency and effectiveness of the Service and these are reported on through the Commissioners governance arrangements.

The Service's next full inspection is expected to take place during March 2021.

HMICFRS - Annual State of Fire Report

In early January 2020 Sir Thomas Winsor published his first 'State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019' which is a statutory requirement of the HMICFRS and was drawn from the first inspections of the 45 Services that cover England. In the report the commitment of firefighters to protect their communities was recognised and acknowledged along with their commitment to their profession and the work undertaken in the field of prevention and response.



Within the report are details covering all three areas of the inspection process along with areas for fire and rescue services to consider. There were also a number of specific recommendations made to the National Fire Chiefs Council, the Home Office, the Local Government Association and Trade Unions which are detailed below: -

- By June 2020, the Home Office, in consultation with the fire and rescue sector, should determine the role of: -
 - a fire and rescue service and
 - a firefighter.
- By June 2020, the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery needs fundamental reform. If so, a plan for reform should be established and an independent pay review body considered. This should also include consideration of the future of the 'grey book' and whether it should be replaced with local contracts.
- By August 2020, the Home Office should consider the case for legislating to give chief fire officers operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between governance by the fire and rescue authority and operational decision-making by the chief fire officer.
- By June 2020, The National Fire Chiefs Council (NFCC), with the Local Government Association, should produce a code of ethics for the fire sector. The code should be adopted by every fire and rescue service in England and considered as part of each employee's progression and annual performance appraisal.

Prior to the publication of this report HMICFRS had previously published two initial recommendations: -

- The sector to achieve greater consistency across four areas, including identifying and determining risk, defining what constitute high-risk premises for the purposes of protection, and how to consistently identify and measure response standards. The NFCC has an established national Community Risk Programme which supports the recommendation to identify risk and vulnerability. This is one of NFCC's strategic priorities.



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- The Home Office to address the deficit in the fire sector's national capacity and capability to support change.

Notably within this national report the following areas of best practice in Staffordshire were highlighted: -

- Staffordshire FRS removed rank markings from day-to-day uniform, which staff welcomed. This was done to remove perceived barriers and foster a more inclusive environment that values all staff equally”.
- Staffordshire FRS makes effective use of their respective performance review systems. They see them as a way for managers and staff to discuss performance, career aspirations and wellbeing. These systems give staff personal objectives that have a clear link to departmental and organisational objectives. Staffordshire services assess staff behaviours against each service's behavioural framework”.



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