



Fire and Rescue Service
Headquarters, Pirehill
Please ask for Kay Johnson
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SCRUTINY AND PERFORMANCE COMMITTEE

Tuesday 3 April 2018
2.15 pm
Room 1
Fire and Rescue Service Headquarters,
Pirehill

A Chairman's Preview (for Mrs K M Banks and Mr S J Tagg) has been arranged for 1.45 pm

Howard Norris
Secretary to the Authority
21 March 2018

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 1 February 2018**
4. **Retained Update**
Verbal report of Tim Hyde, Director of Response
5. **Response Standards**
Report of Helen Chadwick, Safety Plan Manager
6. **Impact of the Safe and Well Visits**
Report of James Bywater, Head of Central Prevent and Protect
7. **Scrutiny Training Feedback**
Verbal report of Howard Norris, Secretary to the Authority

8. **Items for Future Meetings**

Members are asked to consider any possible items for future Scrutiny and Performance Committee consideration.

To be reviewed by Members:-

17 July 2018	Performance Report Retained Update (Standing Item) Response Standards (Standing Item) Firefighter Fitness Criteria
18 September	Performance Dashboard (Southern Service Delivery Group) Performance Reporting within the Service
Future Items date not yet specified	Outcomes of the EXIT Programme once the University of Exeter report is received

9. **Date of Next Meeting** – The next meeting of this Committee will be held on Tuesday 17 July 2018 at 2.15 pm

10. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part I of Schedule 12A of the Local Government Act 1972 indicated below”.

PART TWO

NIL

**MINUTES OF THE SCRUTINY AND PERFORMANCE COMMITTEE
HELD ON 1 FEBRUARY 2018**

Present: Banks, Mrs K M (in the Chair)

Atkins, P E B
Dudson, A
James, A K

Tagg, S J
Winnington, M J

Apologies:- Powell-Beckett, Mrs J and Jellyman, D M.

Also in Attendance: Mr T Hyde, Director of Response, Mr H Norris, Secretary to the Authority and Mrs K Bourne, Corporate Manager, Business Intelligence Team,

PART ONE

Documents referred to in these minutes as schedules are not appended but will be attached to the signed copy of the minutes. Copies, or specific information in them, may be available on request.

Minutes of the Meeting held on 6 December 2017

48. **RESOLVED** – That the Minutes of the Scrutiny and Performance Committee held on 6 December 2017 be confirmed and signed by the Chairman.

**Performance Report
(Schedule 1)**

49. The report provided the Committee with information regarding Service performance to December 2017. The report presented key performance measures for the organisation in Statistical Process Control (SPC) format and some additional statistical information as required. Members held a detailed discussion on each of the performance areas.

All attended incidents were on a downward trend with numbers since August being at or below expected levels. In December 2017 performance was trending towards the lower control limit indicating unexpectedly low numbers of incidents occurring.

Numbers of accidental dwelling fires had been at or below expected levels since the relatively high numbers of April 2017. There had been 394 accidental dwelling fires up to December 2017. The main cause of Accidental Dwelling Fires continued to be cooking, which was also the main cause of Low Severity fires. High Severity Accidental Dwelling fires continued to be most often caused by faults in equipment. The location of fires was most commonly in the kitchen, because of the effect of cooking but also because the most common appliances causing Fault in Equipment fires were those appliances found in the kitchen (tumble dryers were the most common ignition source this year to date). A disproportionately high number of fires continued to occur in rented accommodation.

Members discussed the number of faulty tumble dryers still in use around the County. This was of concern to Members especially in relation to those that may be in tower blocks or in vulnerable households. When contacting the companies of the faulty goods there were delays in the companies coming out to rectify the faults. Members were concerned that if people knowingly used a faulty appliance and there was a fire this may void their

insurance. A Member commented on whether the companies could be recharged for the damage caused by their appliances. Members were advised that staff received bulletins regarding the recall of the faulty goods. Also, appliances were checked by their product number during Safe and Well visits. Another issue relating to tumble dryers was that people were sometimes unaware of the need to regularly remove the build up of “fluff”, which if left may catch fire.

Deaths and injuries in December 2017 were slightly above expected levels. The low numbers made small shifts in performance appear volatile.

Numbers of Safe and Well visits were slightly below the mean for the year. In the year to date there had been 18241 Safe and Well visit carried out. There was a decline in the number carried out in December 2017 and this also happened in December 2016 due to the Christmas period. Priority Gold, Silver or Bronze households had 4059 visits and 1870 referrals had been made for households needing additional assistance. The most frequent type of referral this year had been for hearing issues, followed by mobility.

Numbers of business fires excluding prisons had been at or below expected levels during the latter half of the year.

Members discussed landfill/waste site categorisation and were advised that smaller landfill/waste site fires would be classified as a secondary fire but the Milton fire involved a building and was a large fire so was classified as a primary fire.

Prison fires had reduced quite substantially since July last year and there were only two prison fires during December 2017. In the year to date there were 64 incidents, with 58 of these being deliberate and 55 requiring no firefighting action on arrival. A smoking ban had been introduced into prisons and the Service had also delivered education packages to prisons about the danger/risk of fires. Mr Hyde advised that the prisons were now firmer with the perpetrators, who could incur additional sentencing. The Prisons in Staffordshire had also implemented recommendations put forward by the Service. A Member asked if this information should be shared nationally and was advised that officers from the Service liaised closely with the prison service. Mrs Banks referred to previous meetings that she, Mrs Woodward and Service officers had had with the Prison Service and progress had been made. At one stage the fire and rescue service could be called out to something as small bin fire but the Prison Service now investigated the cause of the fire before calling the Fire Service.

Road Traffic Collisions (RTCs) which the Service attended were on an upward trend this year to date and had been operating slightly above expected numbers for the last quarter. There had been 486 incidents, 18% of which required extrication (88 incidents). In those RTCs attended there were 14 fatalities and 447 injuries this year so far. County wide Killed and Seriously Injured information was only available until December 2016 due delays in the receipt of final data from Staffordshire County and Stoke-on-Trent City Councils. Numbers for the year ending in December 2016 were relatively volatile and operating above mean expected levels.

All Unwanted Fire Signals in the year to date stand at 2912. Of these 65% (1878) were not attended, 22% (626) were to domestic properties, 12% (349) were to other policy exempt (for example hospitals and residential care), and 2% (59) to commercial premises. The longer term trend for attended Unwanted Fire Signals was down.

Mrs Banks thanked Ms Bourne for her presentation of the report.

50. **RESOLVED** – That the Performance report be noted.

Retained Duty System (Schedule 2)

51. Mr Hyde presented the report which identified the issues faced by this and other fire and rescue services with regard to staff on the Retained Duty System (RDS). He indicated that Members may already have discussed the issues of recruitment and retention of retained firefighters with their Service Delivery Group Lead officers. The Service had in 2017 introduced a new payment scheme which reflected on call time but also sought to appropriately compensate staff when they worked positive hours. At the same time as the introduction of the new pay policy the Service negotiated and agreed a 20% reduction in RDS staff levels. Even so there were currently 90 retained posts vacant. The Service aimed to train 48 RDS staff this year. At the most recent training course only 7 out of 16 places were filled and the next course only had 6 people signed up to attend. Mr Hyde advised that one of the issues that the Service faced was that although many people expressed an interest in being a retained firefighter they were not able to achieve the fitness standards.

Mr Hyde advised that the issues with recruitment may be linked to societal changes. When the RDS was designed rural communities tended to work within that locality and in many houses only one adult worked full time therefore there was a pool of available people from which to recruit. This had changed as many of the rural villages had large sections of the population with most adults in a household working and many away from the locality and therefore there were fewer people to recruit from. Also increasing affluence and a demand for more leisure time meant that the relatively low earnings from RDS for the time during which activity is restricted (the Service expects 84 commitment of hours as a norm and the person must be within 5 minutes of the station and teetotal during this time). Also there is an ageing population. The pool from which to recruit people the RDS service was getting smaller and the Service would not compromise on standards. On a national stage the report by Sir Ken Knight which recommended that the fire service should focus on a retained service now appeared flawed.

Members commented upon issues of recruitment of RDS staff which reflected the changes to modern life and indicated a need to find an answer to the recruitment issues to ensure cover for the whole of the County.

Mr Hyde advised that the Service had improved the conditions for RDS staff and implemented an increased retaining fee and even that had not attracted new entrants. He advised that the Service could not afford wholtime firefighters at each station within Staffordshire.

Mr Hyde advised that there were a couple of things that the Service could do. They needed to engage with potential applicants earlier and then they could carry out the fitness assessments at the end of a three week initial training period. This would allow their fitness to increase over the three week period and allow staff to assist applicants in improving their fitness before the assessments were carried out. A Member commented upon the health and fitness of the population in general.

Secondly the Service could look at a cluster of retained stations to put in full time staff for defined periods, for example if firefighters at Brewood and Penkridge get called out regularly to RTCs on the M6 then it may make sense to put resources into the area to guarantee pump availability. Mr Hyde gave an example of retained cover at Ipstones

which until three months ago was good but due to one persons absence the appliance was off the run. There was simply no one near enough to stand in as a retained firefighter. The local village was very supportive of the Fire Station.

There was a perception generally, when applying to be a retained firefighter, that people could commit to providing cover for as little as 10 hours per week but that was not the case. Also some applied who could not meet the fitness levels.

From a retained firefighter point of view there were a number of reasons why they may be leaving the service. There were many aspects of the RDS that had been examined by the Retained Firefighters Union (RFU) nationally. Attached, as Appendix 2 to the report, was the analysis of the RFU's national survey on recruitment and retention within the Retained Duty System. Members noted the national RFU report.

A Member suggested that fire appliances could be moved around the County in rural areas during the summer season where they may be additional risk of combine harvester fires. The public needed to be made aware of the issues faced by the Service in recruiting retained personnel which leads to the unavailability of appliances. Members discussed the measures taken by the Ambulance Service who had closed ambulance stations and had their ambulances parked in areas of highest risk so that they could respond quickly. Some were parked on supermarket car parks. There was public outcry when ambulance stations closed but the system seemed to work. There were issues of where the staff go to the toilet and hand wash etc. Members were advised that the Service had agreements with the Ambulance Service to allow them to park some of their vehicles on Fire Stations.

Mr Hyde advised that a presentation would be given at the next Members Training and Development session on 8 March 2018 on the retained availability issues.

52. **RESOLVED** – That the report be noted.

Response Standards (Schedule 3)

53. The Authority is required to assess the level of risk within the communities of Stoke-on-Trent and Staffordshire and then to plan to mitigate those risks. Over the last 20 years Staffordshire had been one of the fire and rescue services at the forefront of the shift in focus from a reliance on response to minimise the impact of incidents to a focus on prevention and protection. This led to huge benefits for communities and firefighter safety however, though significantly reduced in both numbers and severity, incidents requiring an operational response were still required. A significant impact of this work had been that homes were far more likely to be fitted with smoke detection equipment and, increasingly, following successful campaigns, with domestic sprinklers. Where homes were fitted with detection equipment the outcome in the event of a fire was that the residents were alerted early and able to evacuate unaided. This clearly had benefits for both resident and firefighter safety.

Of particular note was the impact of increasing traffic levels across Staffordshire. The total time taken from time of call to the arrival of fire crew on scene had increased but the factor within this timeline that had seen by far the greatest increase was the travel time, close to a 50% increase. The Service had increased the number of fire stations over the last ten years and some had been relocated to place them nearer to growing communities such as Loggerheads and Belgrave so this increase was not due to greater distances being travelled by crews. Driving standards of Service drivers continued to improve and Service

vehicles were more stable and powerful than ever so the reduction in average speeds was most likely due to external factors such as traffic levels.

When a response is required the outcome in terms of damage and loss was often influenced by the time taken for fire crews to attend the scene. This time is known as the “response standard” and is the time between the fire control operators answering the 999 call and the first fire crew booking in attendance on scene and commencing operations.

Whilst property damage could often be mitigated and salvage operations could remove goods at risk of damage the same could not be achieved for people directly involved where the person could only bear conditions such as heat, smoke or water for a very limited time. The only truly reliable way for a person to survive a life risk incident was to avoid them being subject to the conditions in the first place either by avoiding the development of the conditions or having them detected so that the person could move to a safe area. Rescue was never a preferable solution.

Evidence to reinforce this point regarding rescue could be found in the Service Fatal Fire Matrix which related directly to the communities of Staffordshire. This had been developed since 2007 to collate the results of a Service led multi agency inquiry into all fire related deaths in Staffordshire. On each occasion the outcome in terms of loss of life was determined before the attendance of fire crews so the only certain way for the persons life to have been saved would have been to prevent the fire developing. Of course fire crews saved many lives over recent years by arriving quickly and taking decisive action but the fact that all fatal fires over this period were not directly influenced by fire service attendance times reinforces the point that prevention was always preferable to relying on a response once people were in peril. There was one occasion since 2014 where the Service had not met its response time for a fatal fire. On this occasion the ambulance service had passed the call to the fire service when they were on their way to the hospital with the casualty.

In 2005 the first Fire and Rescue Framework document required Fire and Rescue Authorities to assess the levels of risk within communities and determine acceptable levels of response standard. In Stoke-on-Trent and Staffordshire this led to response standards depending on the level of risk within an area. The risk ratings and the response standard were set out in the table below and the Service was set a target of meeting response standards on 92% of all turnouts to life risk calls, these included special service calls such as road traffic incidents, industrial accidents and chemical spillages and fires and other incidents where the presence of people at risk was identified including rescues from water. Broadly the risk level was generally determined by the risk to life within an area:- high is urban, medium is extra urban and low is rural.

Risk Level	First appliance	Second appliance
High	8 mins	13 mins
Medium	10 mins	15 mins
Low	18 mins	23 mins

The Service performance over 2017 was 84.6% (target is 92%). Each attendance that was below the standard was examined within the following month and where a controllable factor was identified (e.g a person not fulfilling their contractual obligations) action was taken. Where trends were identified (e.g the recent bridge closure across the River Trent in Burton) bespoke mitigating actions were put in place beforehand.

There were various options for the consideration of Members as follows:-

(1) Accept the reduction in performance in relation to the target of meeting the response standard on 92% of all life risk calls due to the identified changes over recent years.

(2) Scrutinise plans to mitigate negative influences on the response times achieved against the current standard. Members would examine officers response to missed attendance times (response standards).

(3) Reassess the standard using appropriate statistical analysis techniques and identify the level of achievable performance and that which the Fire Authority deems acceptable in the environment of 2018.

A graph depicted the three elements that make up response times since 2005 and how these had changed:-

Call handling time: This had increased by 26 seconds, from 51 seconds to 1 minute 17 seconds. It was noted that much of this increase coincided with the move to the shared fire control but this time was decreasing again as control operators became familiar with the geography across Staffordshire.

Turn out time: The time from the alert being raised on station to the appliance booking mobile to incident. This had reduced slightly since 2005 and variations were most likely to be due to changes in the proportions of wholetime or retained crews being mobilised. Wholetime staff responded from station and typically took around a minute to dress in fire kit and turn out whereas retained staff had five minutes to travel to the station and then don fire kit before turning out so a typical retained response was five minutes slower than a wholetime crew. An increase in the proportion of wholetime mobilisations, indicated by a reduction in turn out time may be indicative of the reduction in retained crew availability that was being experienced by Staffordshire and many other Services across the Country.

Travel time: This had increased by 1 minute 41 seconds, from 4 minutes 35 seconds to 6 minutes 16 seconds and this, therefore, accounted for most of the overall increase from 7 minutes 4 seconds to 9 minutes 1 second. Investigations had identified that most of this increase was caused by higher levels of traffic, particularly in urban areas which was where most incidents occurred. It was noted that households now had 2/3 cars rather than just one. Firefighters would not drive faster to respond to emergencies as they practice the principle of "drive to arrive". The Service was advised of all road closures and made alternative plans to ensure that this was programmed into control to ensure that the quickest appliance was mobilised.

Retained availability had reduced over recent years and the picture in Staffordshire was one which was mirrored across the UK. The impact of a reduced retained availability resulted in the next nearest available appliance having to be mobilised and the increased travel distances would impact on the total travel time and the response standard being missed. The Service was continually developing the recruitment and retention of retained staff to increase retained appliance availability so that the nearest appropriate response is mobilised on every occasion.

Attached as Appendix A to the report was a document produced by DCLG (Now Department for Housing and Local Government) and this identified that Staffordshire was typical of similar fire and rescue services that had seen similar increases in response times (response standards) over recent years.

Travel times, primarily as a result of traffic volumes, appeared to be the factor that was having the greatest impact on total travel time and, hence, response times against the standard. Increased traffic levels also impacted on retained staff travelling to the fire station so although they were initially employed based on their ability to respond to station within five minutes this may have been stretched over recent years as traffic impacts them disproportionately on their turn in compared to the turn out as the latter was aided by being a blue light response.

Members discussed the issue of emergency vehicles not being able to get through the increasing levels of traffic. Members suggested that it might be worth the Service circulating widely a communication on “what action vehicles should take when an emergency vehicle approaches”. Mr Hyde undertook to do this. He advised that in Europe cars were required to go onto the outside of their lane but in this country all vehicles stay on the carriageway. Members suggested that matter should be referred to a “national body” to do a national campaign including adverts and posts on Facebook for example. A Member suggested that this information would be contained within the Highway Code. It was acknowledged that it was sometimes difficult to move out of the way of emergency vehicles due to the sheer volume of traffic.

Members were advised that option one was effectively a “do nothing” option and was not recommended. This would result in a missed opportunity to examine the risk levels across the City and County in light of changing demographics and localities and the way that the Service responds to those levels of risk.

54. **RESOLVED** - (a) That option two be approved, which would mean the inclusion “Response Standards” as a standing item on future Committee Agenda so that Members could scrutinise activity and plans to mitigate negative influences on the response times achieved against the current standard, including the examination of officers response to missed attendance times (response standards).

(b) That option three be approved which would mean the setting up of an officer Project Team to meet the needs of a full review of risk across the City and County. The Team would reassess the standard using appropriate statistical analysis techniques and identify the level of achievable performance and that which the Fire Authority deems acceptable in the environment of 2018. This risk was likely to have changed since 2005 and Members would be informed about how the Service structures were able to meet these risk levels and, in turn, identify an appropriate, acceptable response standard.

Items for Future meetings

55. Members held a discussion on possible future items for scrutiny. Mrs Banks advised that other Committees were asked if they wished to send any of their reports for further scrutiny.

Members discussed the statistical information relating to Killed and Seriously Injured on the roads, which was produced 12 months behind. Mrs Banks asked whether this information could be brought up to date. Members were advised that this information was not produced by the Service and the reason for the time lapse was in relation to the recording of the impact of the collisions eg a death may not occur until 10/11 months after the Road Traffic Collision. Mr Hyde advised that this information would be reported to the Committee as part of the Performance Report, as soon as it was received.

Members discussed the possibility of a national directive being issued in relation to what the public should do when they see an emergency vehicle approaching. Members asked that a report be brought to the next meeting in relation to what the Service was doing to advise the public.

Members discussed the health and fitness of firefighter applicants. It was suggested that the Committee may want to look at this. They discussed the entry fitness level of a firefighter compared to the Police and were advised that the fitness level required to be a firefighter was higher. An example was given by a Member of where Firefighters were on occasion required to attend special service calls to assist with bariatric patients. Mr Hyde undertook to bring a report to the next meeting.

Following discussions Members concurred that the following items be brought to future meetings of the Scrutiny and Performance Committee:-

3 April 2018	Retained Duty System Update (Standing Item) (<i>including Retained Pilot Review, data etc</i>)
	Response Standards (Standing Item)
	Impact of the Safe and Well Visits (<i>including information given to residents</i>)
	Service's Action – what to do when an emergency vehicle approaches
	Scrutiny Training Feedback
	Firefighter Fitness Criteria
17 July 2018	Performance Report
Future Items date not yet specified	Outcomes of the EXIT Programme once the University of Exeter report is received

Date of next Meeting

56. Members were advised that the next meeting of the Committee was scheduled to be held on Tuesday 3 April 2018 at 2.15 pm.

Exclusion of the Public

Upon the motion of the Chairman it was:

57. **RESOLVED** - "That the public be excluded from the meeting for the following items of business which involved the likely disclosure of exempt information as defined in the paragraphs of Part I of Schedule 12A of the Local Government Act 1972 indicated below".

PART TWO

Exempt Minutes of the Meeting held on 6 December 2017
(exemption paragraph 3)

58. **RESOLVED** – That the Exempt Minutes of the Scrutiny and Performance Committee held on 6 December 2017 be confirmed and signed by the Chairman.

CHAIRMAN

Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Scrutiny and Performance Committee

3 April 2018

Response Standards

Report of Helen Chadwick, Station Manager

SUMMARY

In 2005 the first Fire and Rescue Framework document required Fire and Rescue Authorities to assess the levels of risk within communities and determine acceptable levels of response standard. In Stoke-on-Trent and Staffordshire this led to response standards depending on the level of risk within an area.

Following the previous Scrutiny and Performance Committee members approved option three:-

- Reassess the standard using appropriate statistical analysis techniques and identify the level of achievable performance at which the Fire Authority deems acceptable in the environment of 2018.

This requires the setting up of an officer Project Team to meet this need. The Team will reassess the standard using appropriate statistical analysis techniques and identify the level of achievable performance at which the Fire Authority deems acceptable in the environment of 2018. This risk is likely to have changed since 2005 and Members will be informed about how the Service structures are able to meet these risk levels and, in turn, identify an appropriate, acceptable response standard.

RECOMMENDATIONS

Members are asked to note the attached report containing a PID (Project Initiation Document), which contains a plan for reviewing response standards using data and statistical analysis.

Financial Implications

Through the analysis part of the work, there will be no additional costs. Work will be completed through Business Intelligence's normal working schedule. However, there may be some financial requirements if wider consultation does take place, which is yet to be determined.

Legal Implications

Since the removal in 2004 of the nationally determined standards of fire cover the Fire and Rescue Services Act 2004 Part 2, section 7 requires the Fire Authority to make provision for the purpose of fighting fires and protecting life and property in its area. The Fire and Rescue National Framework 2012 (updated in 2014) makes similar requirements of Fire Authorities. There is no national response standard that Fire Authorities are required to adhere to but an obligation to determine suitable standards for each Fire and Rescue Authority area.

Equality and Diversity

The Public Sector Equality Duty requires the Service to demonstrate due regard on the impact on people, staff and service users, in relation to response standards in this context. By understanding our current demands and the potential risks that lie in our communities, we can evidence any negative and positive impacts, and these will inform any changes to the standards.

Risk Implications

If the project is not undertaken, the Service will continue to use response standards based on analysis from 2008, continuing to use what could be, without further analysis, inappropriate standards.

Consultation and Engagement undertaken

Not a requirement at this time. There may be requirements if wider consultation does take place, which is yet to be determined. Further guidance through the Principal Officers and directorates should be sought to determine an appropriate level of consultation.

Protective Security

Data quality and accuracy must be a priority when producing the work. Ensuring any external data is used from appropriate sources, for example, the Census. Also, consideration must be given to using de-personalised information, for example, analysis based on aggregated Super Output Areas or Electoral Wards rather than individual households.

Social Value and Procurement

No procurement has been necessary, at this point, in the development of the PID.

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STAFFORDSHIRE FIRE AND RESCUE SERVICE

PROJECT INITIATION DOCUMENT

TITLE	
Response Standards Review	
Version 1	Submission Date

KEY INFORMATION	
Project Manager	Dave Askey
Project Sponsor	Tim Hyde
Owning PSG	Response
PSG Reporting	---Please Select---
Additional Reporting	---Please Select---
Capital Costs	None
Revenue Costs	None
Expected Completion Date	01/04/2019
Project Wellbeing Assessment Completed?	<input type="checkbox"/> (G:\Public\Project Management\Templates)

PROJECT TEAM	
Dave Askey	

Aims (Include Corporate Objective Links)

- 1) Complete a review of the current response standards
- 2) Propose options to change or retain the current response standards

Both aims link to our Safety Plan priority of Planning, Resilience and Response.

Objectives

- 1) Complete a review of the current response standards
 - a) Provide an overview of the make-up of the current standards
 - b) Provide analysis on our performance against the standards including failed responses
 - c) Identify and compare current and future demand and risks (community and firefighter) with response standards
- 2) Propose options to change or retain the current response standards
 - a) Provide a risk categorisation of all geographical areas, taking into account risks and demands faced by the community and firefighters, and response times
 - b) Decide on what are appropriate response standards that considers risks, demands (community and firefighter) and response times

Deliverables and Benefits

The project will deliver:

- An understanding of our current response standards methodology
- An understanding of our performance against response standards and a greater knowledge of our failed responses
- An understanding of risks and demands that affect the community and firefighters
- An appropriate set of measures for response standards

Date Related Milestones

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Review of current Response Standards	x	x										
Identify current and future risks and demands for the community and firefighters			x	x								
Mapping and comparison of identified risks and demands against response times					x	x						
Create options and proposals for response standards							x	x				
Consultation and engagement									x	x		
Implementation including setting up performance measures and evaluation process											x	x

ICT Requirements

There are no additional ICT requirements at this point. Phoenix software may be used if a need is identified during the analysis which is available for use through Business Intelligence. All other data analysis can be supported using in-house systems, such as Northgate XD mapping.

Finance Requirements

Through the analysis part of the work, there will be no additional costs. Work will be completed through Business Intelligence's normal working schedule. However, there may be some financial requirements if wider consultation does take place, which is yet to be determined. Further guidance through the Principal Officers and directorates should be sought to determine an appropriate level of consultation.

Learning and Development Requirements

To establish appropriate response standards in relation to firefighter safety, it will be necessary to consult with Learning and Development and Emergency Response Team. Increased understanding of the most up to date operational training, policies and procedures will ensure safe systems of work are included as part of an overall standard.

BIT Requirements

The majority of the work will be completed by the Business Intelligence Team and can be programmed into the team's schedule. Suitable system software is already in place to be able to complete the work such as SQL and Northgate XD mapping. Where there is a gap in knowledge around a particular area, assistance will be sought from other departments and organisations with appropriate expertise, for example, analysts working within the Road Safety Partnership.

Communications

Staff communications would take place as a minimum and any policy or strategy change will go through normal processes. Wider consultation should take place, but at what level of engagement is still to be determined. Further guidance through the principal officers and directorates should be sought to determine an appropriate level of consultation.

Risks

Continuation of out of date standards

If the project is not undertaken, the Service will continue to use response standards based on analysis from 2008, continuing to use what could be, without further analysis, inappropriate standards.

National Response Standards

Any response standards implemented by central government have the potential to supersede any new standards that we set. However, the work undertaken to identify risk is still worthwhile as it can only improve our understanding of what the risks faced by our communities and firefighters are. This scenario is unlikely to occur, but it could affect any standards we set, including any supporting strategies to reduce risk, for example, additional prevention activities.

Lack of appropriate consultation and communication

Any proposals must go through an appropriate consultation process. Discussions should take place with staff, union representatives, elected members, and other appropriate stakeholders. This process will help define community risk, firefighter risk and safe systems of work, and an understanding of public expectation. Failure to do so may undermine any proposals brought forward.

Equality and Diversity Duty and Consideration

The Public Sector Equality Duty requires the Service to demonstrate due regard on the impact on people, staff and service users, in relation to response standards in this context. By understanding our current demands and the potential risks that lie in our communities, we can evidence any negative and positive impacts, and these will inform any changes to the standards.

As such, there are areas where the Service has a slower operational response time than in others, moreover, there are areas where the Service could not meet any of the current response standards. In this case, alternative services should be provided in recognition of this slower operational response, in the form of specific prevention activities, engagement and partnerships.

The standards that are set may differ for different types of incidents, but the service we provide should be equal. I.e. 8 minutes to persons reported, whoever and wherever those persons are. By using our risk data, we can make informed provision to high risk demand areas. However, this does not negate our responsibility to ensure we protect those that do not fit our high demand profile, with an alternative service to protect them against incidents that require our response. Again, this is where an alternative service should be offered to reduce the risk where we cannot meet the response standard.

Protective Security Consideration

Data quality and accuracy must be a priority when producing the work. Ensuring any external data is used from appropriate sources, for example, the Census. Also, consideration must be given to using de-personalised information, for example, analysis based on aggregated Super Output Areas or Electoral Wards rather than individual households.

Evaluation and Review Process

The success of the project will be measured by creating a set of standards that is supported throughout the Service, the public and other key stakeholders. Performance reports will be set up to be able to monitor response standards and to identify areas of improvement, for example, geographic areas of high demand and slower response times. An annual refresh of the data will take place to ensure the standards reflect new and emerging risks and demands.

Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Scrutiny and Performance Committee

3 April 2018

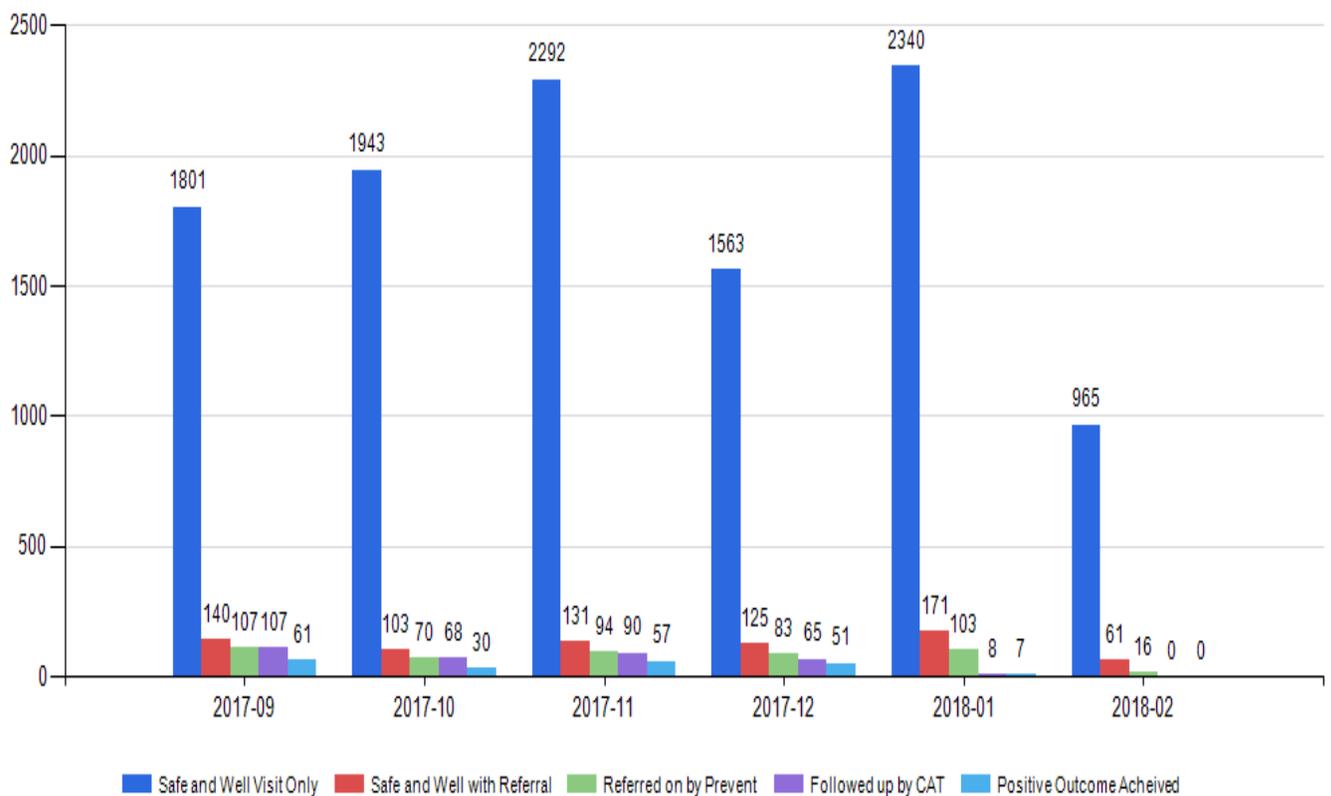
Impact of Safe and Well Visits

Report of James Bywater, Head of Central Prevent and Protect

SUMMARY

The introduction of our Safe and Well visits came into effect from 5 December 2016 with full reporting live from 1 January 2017. Since then, and up to 28 February 2018, Service staff, volunteers and partner agencies completed 31,316 Safe and Well visits. 2,214 of these visits resulted in 745 referrals onwards for support, as each visit can generate multiple referrals i.e. mobility and smoking.

Feedback enables the Service to truly measure the value of the work we do in the community and is also a tremendous motivator for staff who carry out these visits – when we understand the impact of the work we do, we tend to be more active in that work. 745 referrals have been passed over to partner agencies for further support and over 300 households have already received practical advice or guidance to improve their personal circumstance.



	2017-09	2017-10	2017-11	2017-12	2018-01	2018-02	Total
Total Safe and Well Visits	1941	2046	2423	1688	2511	1026	11635
Visit Only	1801	1943	2292	1563	2340	965	10904
With Referral	140	103	131	125	171	61	731
Referred on by Prevent	107	70	94	83	103	16	473
Followed up by CAT	107	68	90	65	8	0	338
Positive Outcome Acheived	61	30	56	51	7	0	205

Total Number of Visits	Total number of Safe and Well visits completed
Safe and Well Visit Only	Number of Safe and Well visits resulting in no referrals
Safe and Well with Referral	Number of Safe and Well visits with the vulnerable person checkbox ticked
Referred on by Prevent	Number of referrals that were evaluated and referred on to partner agencies by Prevent staff
Followed up by CAT	Number of referrals followed up with the relevant partner agency by the CAT
Positive Outcome Acheived	Number of referrals resulting in a possitive outcome i.e. "Advice given", "Fitted equipment/Received practical help" and/or "Care package implemented"

Next Steps

The Service has agreed to introduce a more targeted approach to the way we deliver Safe and Well. This approach is based on the premise that the work we carry out needs to be proportionate to the individual and that not everyone within our communities require the same level of intervention.

This will mean that our finite resources are used in the most effective and efficient manner possible. Those that do not automatically receive a safe and well visit will be provided with information via our website and printed materials through the post. It is vital that we continue to support the most vulnerable members of our communities and the Safe and Well offering will not be effected for those people.

Who will automatically receive a Safe and Well visit?

- Olive Branch partner
- Cooperative Working partner
- Gold, silver, bronze property
- After the fire- household involved and surrounding properties
- Occupiers aged 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
- People with poor mobility

Members of our communities who do not qualify for a visit and do not have web access will be sent a personalised pack which will include the Fire Safety in the Home booklet and other relevant content. (A personalised information pack will be available at the meeting).

For those that do have web access and prefer to receive information digitally, a section of the Service website will provide videos, information and relevant web links to help keep them safe in their home.

Finally, after the targeted approach to Safe and Well takes effect, there will be a live chat feature which will be accessible to all members of our communities as a quick and easy way of receiving Safe and Well advice.

Recommendation – Members are asked to note the Safe and Well update.

Financial Implications

All current delivery of Safe and Well is captured under current revenue budgeting for this fiscal year. As the concept continues to develop, we will ensure that any additional funding that is required is gained through the existing process.

Legal Implications

Safe and Well visits support our legislative responsibilities under the Fire Services Act 2004, section 2 part 6.

(a) The provision of information, publicity and encouragement in respect of the steps to be taken to prevent fires and death or injury by fire.

Equality and Diversity

The Safe and Well visit concept has been developed to ensure that we provide a tailored service to all members of the community. A People Impact Assessment has been developed for the Safe and Well visit concept, which shows how our approach proactively meets the expected aims of the Public Sector Equality Duty (PSED).

Risk Implications

Evidence from fire investigations and fatal fire reviews has identified that the cohort of people which drives demand for the FRS are of a very similar profile to those who impact on health and social care services.

In Staffordshire, the average age of a person to die in a fire since 2006 is 70. Although accidental dwelling fire deaths and injuries have reduced to an all-time low in 2013 across the UK (Knight Report 2013) and locally in Staffordshire, SFRS is still committed to preventing emergencies occurring in the first place.

Safe and Well has been developed and implemented to ensure that SFRS makes every contact count with local community members, and that a holistic approach to health, safety and wellbeing is

embedded to ensure people are empowered to live healthier and independent lives. Failure to adopt and embed this approach is directly linked to Service performance and ultimately outcomes for our community members.

Consultation and Engagement undertaken

A successful media campaign informed our communities of the change in our Safe and Well offer. This was an important piece of work which was required to engage with our communities so that they understood why we were changing.

Members of our Central Prevent and Protect Team are currently visiting our teams who deliver Safe and Well. They will answer any questions and update the teams on our new offer for Safe and Well. Our recent Face 2 Face visits have been very positive and the understanding that we need to do something different to target our most vulnerable communities has been welcomed.

Protective Security

All processes linked to Safe and Well have been developed with the involvement of the Service's Information Security Manager and have evolved from the previous Home Fire Risk Check approach.

We continue to engage with the Information Security Manager, to ensure that any organisational risks associated with protective security and data protection are identified at the earliest opportunity and mitigation is then implemented to reduce known/potential risks.

Social Value and Procurement

The Safe and Well visit approach has been developed to ensure that local communities receive help and support that is relevant to their needs. This has meant that any partnership working that has been developed has taken place within the area of Staffordshire, which has helped to strengthen existing relationships and ensure that our local communities are stronger, healthier and happier.

We continue to engage with the Service Procurement Officer as we explore ICT systems and equipment provision that will continue to support our staff in the effective and efficient delivery of Safe and Well.

Safe and Well Case Studies

Study 1

This property had been identified as the home of a vulnerable gentleman by our Operational Fire Crews and a business case was produced and funding granted for £300 to clean up the property. The occupier was unable to do this himself due to physical disabilities and there was a fire risk at the property due to the fire loading and poor lifestyle choices of the occupant.

The referral was followed up by the Prevent Team and there is no longer any sign of disorganised living. Support systems were put in place and the occupiers overall health and wellbeing is greatly

improved. The support systems from Adult Social Care could not be put in place prior to the property being put into good order as staffing in terms of cleaners could not have made any impact on the property as it was (cleaners will only dust, wash up, Hoover etc.)

In terms of support there is now in place:

- Telecare system with falls pendant and linked smoke detector
- Allocated social worker
- Allocated support worker
- Cleaner going in on a weekly basis
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The occupier himself in terms of his appearance looks healthier as he is now able to bathe and shave himself (with appropriate mobility aids) whereas previously the bathroom was practically inaccessible.

From the current evidence it can be concluded that the £300 has been allocated in the correct manner to improve the wellbeing of the occupier and also to reduce the fire risk within the property.

Study 2

Following an incident at a property in Blackshaw Moor, Nr Leek, our Operational crews passed on a Post Incident Form to the local Community Safety Officer (CSO) highlighting potential risks. Following conversations with family members and completing a Safe and Well with the occupier, it was decided to engage Moorlands Telecare to fit Smoke Alarms and CO detectors in the property, along with giving the occupier a Pendant to call for assistance.

The occupier has diagnosed dementia, smokes, is incontinent and has an old Parkray glass fronted coal fire which she sat in front of all day and night with the door open. Occupant is in her late 70's and is in receipt of care.

A day was arranged to have the system installed by Moorlands Telecare, with family members present along with CSO from FARS. On the same night of the system being fitted, the CO alarm sounded & the occupier removed the remote detector into the hallway because it was making a noise! Because there was no communication with the occupier, the operator alerted FARS and National Grid. National Grid identified there were dangerous levels of CO in the property and Paramedics were called.

The occupier would not leave the house and the Police were called to persuade her to leave. She was then transported to Macclesfield Hospital where tests indicated she had dangerous levels of CO in her body. Having been treated for this, she was eventually transferred to Leek Cottage Hospital.

Two Multi Agency meetings were arranged, the 1st being informal where Mental Health, Adult Social Care, FARS, Ward Sister and Nurses along with family members. As an outcome of the shared information between all parties, a Formal Best Interest meeting was arranged where a Decision Maker would be present to listen to all the concerns relating to the occupier returning to her home safely.

The decision at the end of the meeting was that the occupier would not be safe living in her home due to deteriorating health concerns and her inability to recognise danger in her home. This was welcomed by all agencies present, along with all of the family members.

Study 3

A Safe and Well visit was completed by firefighters from Barton under Needwood following the identification of that property and its occupier potentially being at an increased level of vulnerability through our Gold, Silver and Bronze data sets. The crews completed the visit and discussed a range of fire safety advice with the occupier. During the visit, the occupier expressed her concerns into how she would evacuate the house in sufficient time in the event of the fire due to her use of a wheeled walking frame. The occupier had never been quite sure of who to ask for this advice and our firefighters were able to offer some great advice on her best options. Additionally, the crews suggested to the occupier that they could refer this to their Community Safety Officer who would make sure that any attending appliances knew about the occupiers situation before they arrived therefore allowing the occupier to feel much more comfortable in her home. Barton's Firefighters made their CSO aware of this through the Safe and Well workbook. Following this, the CSO passed on the correct information to fire control about the property and any appliances attending an incident at the address will have advanced notice of the situation they may need to expect.

On further conversation with the occupier, she told our firefighters that she sometimes feels lonely within the property. Her daughter visited once every 3 weeks to take her shopping but other than that, the occupier very rarely left the property. Thanks to our crews constantly increasing their prevent knowledge, they were able to suggest a referral to the Age UK befriending services. The firefighters made the referral to the CSO and asked them to contact the occupier with some more information before making the referral. The CSO did exactly that and the occupier was extremely grateful for their time and services. After the CSO made the relevant contact with Age UK, one of their representatives went to visit the occupier and agreed with the CSO that she is a lovely lady in need of some extra contact. As a result of this, our occupier has now had an Age UK befriender put in place with the first visit taking place on 5 December 2017.

As a result of our Safe and Well visit the occupier is now physically safe in her home thanks to our crews fitting smoke alarms, feels much safer in her home thanks to the crews providing great advice and passing information through to fire control but also now feels much more positive about life as a whole thanks to her Age UK referral.

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