

Statement of Assurance 2019/20



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Staffordshire
Fire and Rescue Service
preventing • protecting • responding



If you would like this document in another language or format, or if you require the services of an interpreter please contact us.

Polish

Jeżeli chcieliby Państwo otrzymać ten dokument w innym języku lub w innym formacie albo jeżeli potrzebna jest pomoc tłumacza, to prosimy o kontakt z nami.

French

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Urdu

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

Bengali

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান অথবা যদি আপনার একজন ইন্টারপ্রেটারের প্রয়োজন হয়, তাহলে দয়া করে আমাদের সাথে যোগাযোগ করুন।

Punjabi

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੀਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।

Arabic

إذا أردت هذه الوثيقة بلغة أخرى أو بطريقة أخرى، أو إذا كنت بحاجة إلى خدمات مترجم، فنرجو أن تقوم بالاتصال بنا.

Chinese

本文件可以翻譯為另一語文版本，或製作成另一格式，如有此需要，或需要傳譯員的協助，請與我們聯絡。

Farsi

اگر این مدرک را به زبانی دیگر یا در فرمتی دیگر می‌خواهید و یا اگر احتیاج به سرویس مترجم دارید، لطفاً با ما تماس بگیرید

 **0300 330 1000**



Introduction

Welcome to our annual Statement of Assurance for 2019/20. The aim of producing this statement is to provide our communities with clear information regarding the performance of Staffordshire Fire and Rescue Service (the Service).

This statement provides an overview of our financial position and summary of our performance against the priorities set out in our Corporate Safety Plan (2017-2020). This document has been prepared taking into account the requirement of the Fire and Rescue National Framework for England 2012 (updated May 2018). We have written this document in accordance with the guidance published by the Department for Communities and Local Government on statements of assurance for fire and rescue authorities in England.

We will use this opportunity to review and report our progress against our Corporate Safety Plan priorities. This Statement of Assurance also sets out the financial, governance and response arrangements that the Staffordshire Commissioner had in place for the period 1 April 2019 to 31 March 2020.

We continue to be committed to prioritising risk reduction and improving community safety through prevention and innovative protection activities, underpinned with a highly effective and efficient emergency response capability.

Working collaboratively with all of our partners continues to be a priority for the Service to improve the health, safety and wellbeing of our communities. The Policing and Crime Act 2017 placed a legal duty to collaborate on emergency services in respect of improvements to efficiency, effectiveness and public safety.

The Service is continually transforming the way in which it delivers services in order to meet new and emerging challenges. This is becoming increasingly difficult as we feel the impact of continued budget restrictions. We have a strong record of accomplishment in delivering the level of savings required due to the impact of the Government's ongoing austerity agenda during the past few years.

Our ambition is always to improve the services we provide to the public and we will continue to do so. With the uncertainty of funding as we plan for the future, we will be considering a number of scenarios, which will inform changes in the way we deliver our services in order to make the best possible choices for our communities and in doing so, make Staffordshire safer.



Financial Overview & Governance Statement

The Statement of Accounts setting out the financial activities of the Staffordshire Commissioner Fire and Rescue Authority (the Authority) for the year ended 31 March 2020 has been published ahead of the extended deadline of 30 November due to the impact on the annual accounts process with delays caused by COVID-19.



The purpose of the Narrative Statement contained within the Statement of Accounts is to provide the reader with a broad understanding of the Authority's financial performance for the year ended 31 March 2020, by clearly explaining the funding position, and how this funding is spent in order to deliver the priorities as set out within the Corporate Safety Plan. In addition, the Narrative Statement also provides further information to the reader about economy, efficiency and the effective use of resources during the financial year. It also looks to the future and considers some of the challenges faced by the Service and importantly discusses the recent collaboration work that is ongoing with Staffordshire Police.

The Statement of Accounts sets out the financial activities of the Authority for the year ended 31 March 2020 and includes comparative figures for the previous year. The Statement of Accounts has been prepared in accordance with the accounting principles contained within the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20, issued by the Chartered Institute of Public Finance and

Accountancy (CIPFA) and International Financial Reporting Standards. The Code of Practice and relevant guidance notes specify the principles and practices of accounting required to give a "true and fair" view of the financial position and transactions of the Authority.

The Staffordshire Commissioner became responsible for the governance of Staffordshire Fire and Rescue Service, in addition to his existing role overseeing Staffordshire Police, from 1 August 2018. The Commissioner made it clear from the outset the move would not affect frontline operations at the fire and rescue service, but it would bring the opportunity to further improve the way police and fire work together and explore wider collaboration opportunities that would be possible through the new governance arrangements.

This Statement of Assurance also reflects upon the impact of COVID-19 and discusses how the Service continues to do even more to support the communities it serves during the very challenging time dealing with the Coronavirus epidemic.

Background

The Staffordshire Commissioner is responsible for the finances of the Service with a net revenue budget of £40.936m approved for 2019/20 following presentation to the Police Fire and Crime Panel on 15 February 2019. The Service is responsible for providing its services to a population of just over 1.1 million people in the City of Stoke-on-Trent and the county of Staffordshire (the County). In total, we attended around 8,500 emergency incidents during the year ending 31 March 2020 with almost half of the incidents attended occurring in the north of the county (Stoke-on-Trent, Newcastle and Staffordshire Moorlands).



The Staffordshire Commissioner manages the affairs of the Authority to ensure that proper arrangements are in place for delivering value for money through securing financial resilience and challenging how it secures economy, efficiency and effectiveness. It is imperative that the Service continues to play a leading role in the communities we serve to ensure that Staffordshire remains one of the safest places to be.

Accounting Statements

The Statement of Accounts is published to present fairly the financial position and transactions of the Authority in a fair and transparent manner. Its format is prescribed by CIPFA. The main statements consist of:

- **Statement of Responsibilities for the Statement of Accounts** which sets out the responsibilities of the Authority and the Treasurer for the accounts;
- **Annual Governance Statement** which assesses the adequacy of the Authority's governance arrangements and identifies where improvements can be made;
- **Statement of Accounting Policies** which sets out the basis for recognising, measuring and disclosing transactions in the accounts;

- **Comprehensive Income and Expenditure Statement** which summarises income and expenditure on the Authority's services during 2019/20; and presents all the recognised gains and losses of the Authority during 2019/20;
- **Movement in Reserves Statement** which reconciles the Income and Expenditure Account with General Fund Balances taking into account contributions to reserves committed for future expenditure;
- **Balance Sheet** which sets out the Authority's financial position as at 31 March 2020;
- **Cash Flow Statement** that summarises the inflows and outflows of cash in the year.

The Statement of Accounts is available on our website at: <https://www.staffordshirefire.gov.uk/your-service/access-to-information/the-publication-scheme/annual-statement-of-accounts/>

Printed copies can be obtained by contacting our Finance team on **0300 330 1000**.





Our Governance Framework

Our Governance Framework has enabled the Authority to monitor the achievement of our strategic objectives and consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The Annual Governance Statement (AGS) set out in the Statement of Accounts publicly explains how the organisation manages its governance and internal control measures. It is an open and honest account of how we ensure financial management systems are adequate and effective and demonstrate a sound system of internal control, assuring utmost integrity in all dealings.

Scope of Responsibility

The Staffordshire Commissioner is responsible for ensuring that:

- business is conducted in accordance with the law and proper standards; and
- public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.

The Staffordshire Commissioner has also fully satisfied the duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the functions of the Authority are exercised, having regard to a combination of economy, efficiency and effectiveness. In discharging these overall responsibilities, the Staffordshire Commissioner maintained responsibility for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

The Governance Framework comprises of the systems and processes, culture and values, by which the Authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

Scrutiny and Performance Management

A well-established and robust performance management system is in place internally throughout the Service with senior management carrying out regular performance monitoring.

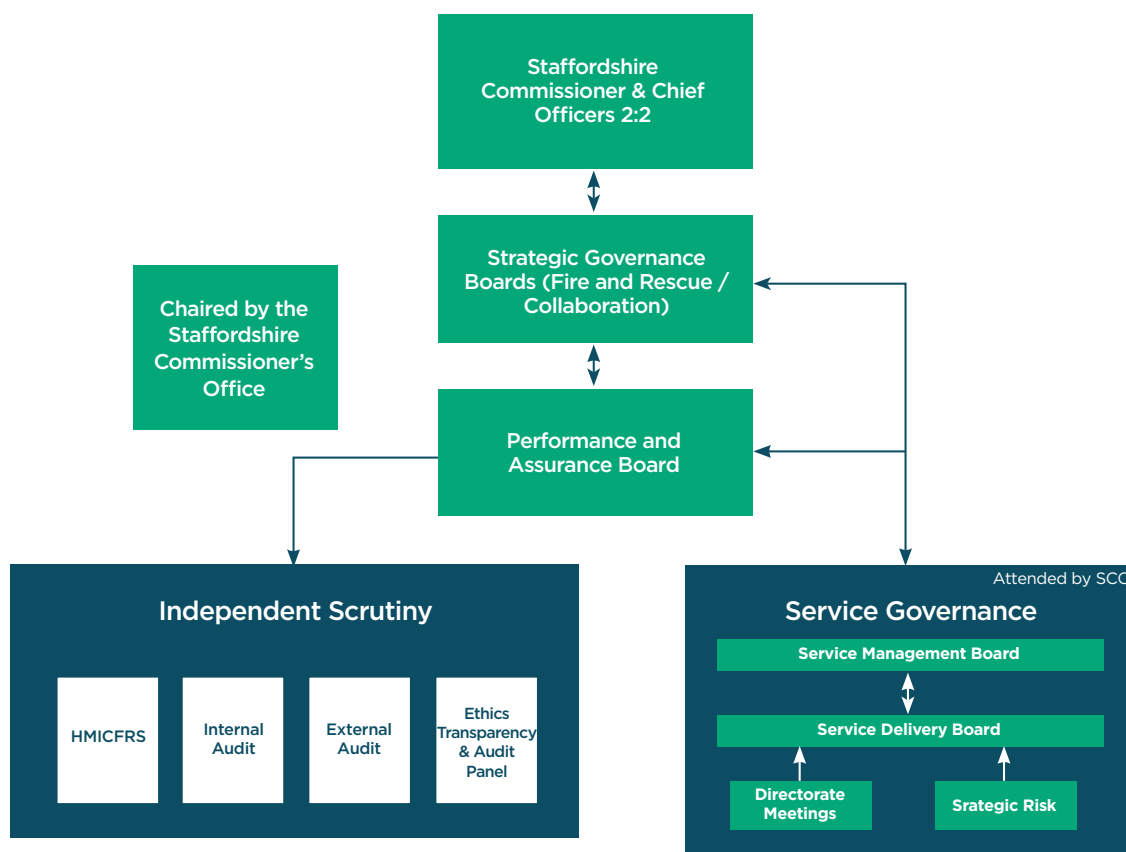
Strategic Governance Board scrutinise detailed financial reports on a quarterly basis. The reports include full details of performance against budget for the key reporting areas namely, revenue, capital, cash and delivery of efficiencies and savings.

Under the governance arrangements the Ethics, Transparency and Audit Panel (ETAP), which also has a separate Finance Panel that receives bi-monthly finance reports, performs the function of the Audit Committee. The Finance Panel includes a number of qualified accountants who are able to provide detailed scrutiny to the monthly Resource Control Report, Internal and External Audit Reports, also the Annual Statement of Accounts and provide professional advice the members of ETAP.



As part of its corporate planning, the Authority sets out the key performance indicators both quantitative and qualitative that measure the delivery of its strategic objectives. Achievements against these key performance indicators are reported regularly to the Service Delivery Board and monitoring reports are sent to the Performance and Assurance Board.

The Corporate Governance Structure in place under the Staffordshire Commissioner during 2019/20 is detailed below:



Internal Audit

Throughout the year a programme of Internal Audits have taken place including a continual review of internal systems, structures and controls across the Service. During the 2019/20 period, nine audit reviews were undertaken on areas such as Firefighters' Pensions Administration, Payroll Processing Procedures, Insurance Arrangements and Health and Safety.

The outcome of these audits are contained in our Statement of Accounts and resulted in a 'Substantial' assurance opinion being given on the overall adequacy and effectiveness of the Authority's governance, risk, and control framework for the 2019/20 financial year.

Staffordshire County Council has provided the internal audit service successfully for a number of years and during the year the Finance Panel (sub group of ETAP) asked for a full review of the internal audit provision to be undertaken. Following this review the Staffordshire Commissioner has now appointed RSM Risk Assurance Services LLP to undertake the internal audit work for the Authority. This means that RSM will undertake



internal audit work for both the Police Force and Staffordshire Fire and Rescue Service. This will provide the opportunity to undertake a number of combined audits across both services ensuring more efficient and effective services can be delivered, and does not reflect badly on the excellent work undertaken by the Internal Audit Team from Staffordshire County Council.

External Audit

Following a national procurement exercise undertaken by Public Sector Audit Appointments Limited, Grant Thornton was appointed as the Authority's external auditor. Its annual work programme is set in accordance with the Code of Audit Practice and includes nationally prescribed and locally determined work. The Statement of Accounts was presented to ETAP on 28 July 2020 and following receipt and consideration of the Audit Findings Report presented by Grant Thornton, the panel recommended the Staffordshire Commissioner approve them subject to final receipt regarding the audit of the Staffordshire Local Government Pension Scheme Audit undertaken by Ernst & Young LLP. The Commissioner formally approved and signed the Accounts on 9 November 2020 and they were published on 10 November ahead of the statutory deadline of 30 November 2020. The Audit Certificate issued by Grant Thornton included an unqualified opinion on the Statement of Accounts and also for our Value for Money.

Conclusion

Based upon the work undertaken, Grant Thornton concluded that the Authority had in place proper arrangements for securing economy, efficiency and effectiveness in the use of its resources for the year ending 31 March 2020.

COVID-19 Pandemic

The Annual Governance Statement contained within the Statement of Accounts

is a reflection of the operation of the Authority during the whole of 2019/20. The impact of COVID-19 and business continuity arrangements implemented during the last two weeks of March 2020 and beyond are not reflected in their entirety within this Statement of Assurance or the Statement of Accounts given the short period of impact in 2019/20. It is planned, however, that the AGS and Statement of Assurance for 2020/21 will contain more detailed information related to the changes implemented as a response to COVID-19.

The fire and rescue sector have been allocated with grant funding from the Ministry for Housing, Communities and Local Government in order to deal with the additional costs incurred as a result of the pandemic and regular reporting against this grant funding will be provided to the Home Office throughout the year.

Financial Position

As part of the Local Government Finance Settlement for 2016/17, single purpose Fire and Rescue Authorities were all offered firm four-year funding allocations for the period from 2016/17 to 2019/20 in return for robust and transparent efficiency plans that would be published in order to enable local residents to scrutinise these plans.

The published Efficiency Plan included detailed assumptions around the funding strategy adopted regarding future Council Tax increases and also the expected increases in business rates and housing growth within the county during this time. In total, the four year settlement included a reduction in Revenue Support Grant of £4.8m. The Efficiency Plan included a requirement for the Authority to make savings of £4 million by 2020 (reduced to £3.5m in 2018/19).

As at 31 March 2020 (the final year of the plan), all savings required within the Efficiency Plan have now been delivered in full and reported through to the Strategic Governance Board.



Looking forward into the medium term the approved Medium Term Financial Strategy Report suggests that there are still significant challenges ahead for the Staffordshire Commissioner. Not only are there upward pressures for Pay and Pensions, but it is also likely that there will be ongoing reductions in Revenue Support Grant funding. Overall a gap (savings target) of £1.5 million by 2024 was predicted, however this gap is likely to increase considerably due to the impact of Council Tax and Business Rates income due to the impact of COVID-19. A number of financial scenarios and opportunities have been developed and presented to the Commissioner.

This scenario planning has now evolved and developed into a number of work streams that are being progressed as part of the **Service 2025** project work led by the Deputy Chief Fire Officer that will form an integral part of the development of a number of options for development during the period of the next Safety Plan 2020-2024.

The project is reviewing the following areas of service delivery:

- **Response** - Asset and skills based mobilisation, specials review, rostering of personnel, officer's rota, and service-wide response model
- **The delivery of prevention and protection throughout the Service** - Development of revised prevention and protection arrangements, development of multi-agency prevention hub
- **The administration requirements throughout the Service**

This project work will be developed further and be presented to the Staffordshire Commissioner's Office and will ensure that the Service is as efficient and effective as possible and fit for the future and is able to adequately prepare for the financial and operational challenges ahead.





Priority 1 Education and Engagement

Campaigns

We delivered a number of preventative campaigns focused on improving community understanding and reducing fire risks. These included:

- Supporting national safety weeks such as Drowning Prevention and Business Safety.
- Local campaigns including I Know What You Did Last Summer which focussed on reducing outdoor fires.
- The SAME campaign which raises awareness of factors which put individuals at increased risk of dying in a fire (Smoking, Alcohol, Mobility and [being] Elderly), utilising traditional and digital communication channels.

Children and Young People

We offered a range of educational programmes for young people to promote safe behaviour, social inclusion and employability.

This aimed to reduce demand on all public services and enable our communities to make informed and positive lifestyle choices, improving their health, safety and wellbeing.

The age specific programmes delivered are summarised below:

Pre School and KS1

Children provided with 'Red Boxes' containing age appropriate education

resources including games, puzzles and activities.

13 settings were loaned a box in 2019/20.

Feedback included; "dress up was greatly enjoyed" "the children really enjoyed the stories".

KS2

Safe & Sound educational sessions were delivered to 173 schools and 8,000 children.

Events were held at local fire stations and delivered in conjunction with partners including Police, NatWest and St John Ambulance.

Community Engagement

Safe & Sound

We delivered thousands of positive interventions with school children

and other groups, based on targeted delivery and in conjunction with partner organisations. This has included topics such as:

- Hoax Calls
- Arson and Anti-Social Behaviour
- Bonfire and Firework Safety
- Outdoor Fires

**SAFE +
SOUND**



The Service also commenced development of a 'Hazard Perception Immersive Interactive Workshop' for drivers, which will be delivered using the Safe & Sound Pods and in conjunction with the Staffordshire Safer Roads Partnership.



Business Support

Business Support Team

Our specialist Business Support team has responded specifically to the needs of the business community of Stoke-on-Trent and Staffordshire. Typically our services have centred round business protection and incident prevention. We also supported businesses following incidents and provided assistance and guidance in the recovery process.

The Business Support team have provided numerous Ofqual accredited training packages including:

- First Aid at Work & First Aid for Mental Health
- Fire Safety
- Fire Warden
- Health and Safety

In addition the team has delivered a wide range of training packages which we have

developed, that include subjects such as evacuation-chair operation, selection and use of fire extinguishers, and more general health and safety courses such as manual handling.

We have worked very closely with the Staffordshire Chamber of Commerce in order to support the local and wider economy by working with businesses. We have influenced good business practice, promoted business protection initiatives and ensured that our businesses thrive and prosper for many years to come.

Staffordshire schools also received support, to improve fire safety and general safety. Face to face and online courses have made a significant contribution to fire safety within our schools, helping staff to understand issues around fire safety while protecting pupils, staff and of course assets.

A great example is the work done with Endon High School where as an appointed Enterprise Career Advisor our Business Support team were able to assist with various functions / projects to aid the school to meet its obligations in the new Gatsby



Bench Marking Scheme. Endon High School achieved 100% compliance in December 2019 and are currently maintaining this high standard, we are extremely delighted to be involved and making a contribution to the wellbeing and education of our young entrepreneurs of the future.

Protecting our Businesses

Our protect and technical fire safety activities continued to be developed, based upon risk and intelligence to ensure that enforcement and business support reduce the risk of fire to residents, businesses and emergency responders, thus ensuring compliance with the Regulatory Reform (Fire Safety) Order 2005.

We used our Provision of Operational Risk Information System (PORIS) system to gather and assess risk information related to businesses. Utilising PORIS, our risk-based inspection programme also used external data provided by Experian to ensure that local fire safety teams focussed resources on the most at-risk premises.

The number of Fire Safety Advisors we employ was increased to ensure that all demand, including the risk-based inspection programme, could be met, following the Grenfell Tower enquiry and the current Fire Safety Bill.

The Service worked with a number of businesses to address shortfalls in fire safety, with enforcement action taken using the national Enforcement Management Model, where necessary.

We continued to work in partnership with a number of regulators such as building control officers, Trading Standards (on firework safety and licensing), and the Environment Agency.

The Service also continued to engage in the Authority Scheme for businesses, with formal arrangements with BUPA Services, Busy Bee Nursery, Lifeways group, Horizon Care and Bromford.



Community Sprinkler Project

Our Community Sprinkler Project has gone from strength to strength as we have continued to champion the benefits of fire sprinklers for protecting people and their homes from fire.

The Service supported Tamworth Borough Council who have retro-fitted sprinkler systems into all seven of their high rise blocks of flats. This represents a total of just under 400 homes that are now protected from fire.

Our partnership with Stoke-on-Trent City Council has also seen sprinklers installed in a further two high rise blocks in Hanley with more planned over the next 12 months.

We have continued to work with businesses, architects and partners to promote the benefits of fitting fire suppression and after years of lobbying government, legislative changes have been agreed that will see sprinklers installed in significantly more new-build residential premises.



Priority 2 Community Safety and Wellbeing

Safe and Well visits and partner referrals

The Service carried out 26,838 Safe and Well visits during 2019/20, which covered a wide range of topics such as fire safety, mobility, physical and mental health, wellbeing and general lifestyle choices. Smoke and heat detectors were also fitted as required.

We have worked with numerous partner organisations, who contributed to improvements for wellbeing issues which were identified and referred on. Feedback from referrals continued to be monitored to ensure that positive assistance was provided by partners where referrals needed to be made.

A number of specialist interlinked devices were also fitted in households where this was considered appropriate to address risks identified.

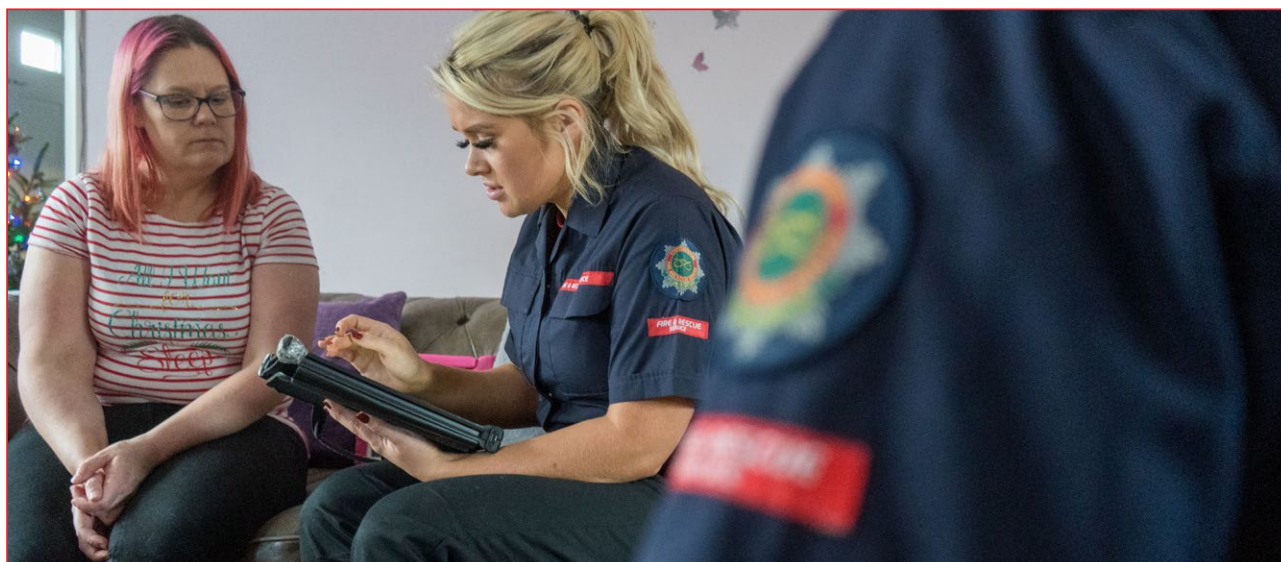
The Service worked in partnership with companies such as Western Power and e-on,

on initiatives to identify people needing a Safe and Well Visit or to identify those requiring assistance for fuel.

Using Data and Intelligence

The Business Intelligence Team continued to use data to identify community risk and people who are more likely to be at risk from fire and other emergencies. This helped the Service improve the way it manages risk and enabled the efficient and effective use of resources. Targeted interventions were able to be provided where they were needed most, and the level of risk in the community reduced.

Data and intelligence was shared with partners including the NHS. The use of GP data enabled the Service to prioritise those households with a resident who is over 65 years of age. This has enabled us to target a demographic group which has a range of vulnerability factors making them more at risk of being killed or injured in a fire.





Priority 3 Planning Resilience and Response

Risk Planning

The Service continued to target Safe and Well visits using our Gold, Silver, Bronze priority list. This is a model identifying those most at risk of fire, used to prioritise the delivery of prevent activity in this area.

Gold indicates our highest priority, Silver our second priority and Bronze our third. This priority list combines house fire and fire injury data, Mosaic Lifestyle data and GP data (supplied by the NHS) which identifies people over 65. Together, this enables us to locate individual households and people which are more likely to experience a fire or be injured in a fire. Fire crews have used the list to approach households directly for their planned prevention activities and our Community Advice Team has used the data to prioritise booked Safe and Well visits from the calls they receive from the public.

We continued to improve on the data we use, and to build a more complete picture of risk, by using available data to its full potential. The Service explored other datasets that provide additional understanding of the community and trialled data in the west of the county looking at vulnerable people living in rural communities.

The Service took part in the NFCC Definition of Risk Consultation to help toward a consistent national fire service approach to using risk data.

Interoperability and Shared Learning

The Joint Emergency Services Interoperability Principles (JESIP) continued to help us ensure that our multi-agency response to emergency incidents were enhanced by capturing lessons and improving our learning and best practice

from events across the county.

Learning outcomes were shared by the JESIP Joint Organisational Learning (JOL) Team as a result of the Grenfell Tower incident and these have been integrated into the Service's wider action plan developed following the phase one enquiry. These will continue to be assessed and actioned as more lessons are identified and shared.

We continued to carry out interoperability exercises in line with our annual program focussing on identified risks.

We continued to provide capabilities to support national incidents such as wildfires, waste fires and flooding with resources used to assist our colleagues in dealing with wildfires in Lancashire and Yorkshire, and the threat of the Toddbrook Reservoir dam collapse in Whaley Bridge in Derbyshire.

Resilience

Business Continuity

Our Business Continuity Management System (BCMS), which aligns with the international standard ISO22301:2012, provided assurance on the delivery of our statutory duties as set out in the Civil Contingencies Act 2004 and the Fire & Rescue Services Act 2004.

By having a robust business continuity management system in place it enables us to minimise any business disruption, mitigate any impacts and allows us to continue to operate in the event of an incident.

We routinely evaluate and test our business continuity plans, horizon scanning for emerging threats so that we are prepared



for any potential interruptions to service delivery.

We work with our partners in the community to increase and improve our emergency preparedness in order for us to make a significant contribution to the economic success of our community.

ICT & Protective Security

Protective Security

The Service continued working to ensure personal data was processed in line with the Data Protection Act 2018 and EU General Data Protection Regulations, including assessing any risks occurring as a result of implementing new systems. While the Service has ambitious plans to improve its systems, it is keen to ensure that personal data is processed securely at all times. We have continued to update our systems to ensure they remain supported by vendors and receive protection against the latest vulnerabilities.

The Protective Security Steering Group continued to oversee the Service's work to improve information security, including all staff receiving mandatory training and policies being updated to reflect changes in risks.

Information Communications Technology

The ICT team continued work on updating operating systems to ensure they were updated before they go out of support. New mobile data terminals were installed on our fire engines, making use of the latest technologies. We worked to support collaboration with Staffordshire Police by installing network upgrades to allow integrated working and also worked with partners to procure new network equipment to enhance the infrastructure.

We actively engaged with Emergency Services Mobile Communications Project and continued to support the local, regional and national efforts to deliver the new Emergency Services Network, which is the replacement for the current Airwave radio communications system along with providing high speed resilient and secure access to mobile data when working away from our buildings.

Response

Call Management & Incident Support

Staffordshire and West Midlands operate a shared Fire Control, which has been relocated into the main West Midlands Fire service building at their Headquarters. Relocation has enhanced integration with other departments and staff increasing the knowledge and understanding of Fire Control room staff, supporting dynamic mobilising decisions, ensuring the right number of fire appliances are sent to incidents.

Using technology, we have seen the introduction of 999eye, which enhances the quality of intelligence and information to support our response. Future developments of the 999eye technology will see the images and videos received into the control room being shared with responding fire engines and officers, supporting early decision making and risk assessments before they arrive at an incident.



The Control room's Command and Control system used for integrated call, incident and resource management has undergone significant developments. The enhanced system will see improvements in mapping systems to support fire engines in locating incidents and a more intelligent system to select the right number of fire engines with the right number of trained personnel.

Emergency Response Preparation

During 2019/20 the Emergency Response Team has continued to offer its professional advice with the aim of ensuring an effective and efficient emergency response.

We continued to invest in equipment, vehicles and personal protective equipment (PPE) to enhance firefighter safety and provide improved operational resilience. Most notably, we entered the final stages of the Rosenbauer project where 11 new fire appliances have been delivered across the county over a three year period.

Several ongoing projects were brought to a close including the introduction of a vehicle designed to support the multi-agency approach to a marauding terrorist attack; working with the Environment Agency to specify and purchase additional equipment for the damage limitation unit; upgrading mobile lighting available to officers and crews and the refurbishment of our aerial ladder platform to include a breathing apparatus system to protect the personnel operating it.



Progress was also made following lessons learnt in previous years. As a direct result of the wildfires in 2018, we introduced two additional specialist vehicles into the fleet. Based on a Ford Ranger chassis, high pressure misting pumps offer a speedy and flexible response option. Investment in specialist equipment and PPE such as water storage dams, lightweight hose, and wildfire leggings also improved our operational response and the safety of firefighters operating in difficult terrain.

Research and development remained a key objective for the team to ensure best performance and cost efficiencies into the future. Several trials were ongoing, aimed at providing the best equipment to our operational crews, including battery powered ventilation fans, thermal imaging cameras, ring cutters and equipment to best deal with waste fire incidents.



The professional and adaptable nature of the team ensured we could look towards future innovations and service delivery as part of the **Service 2025** project review.

Fire Investigation

The Service utilised 15 Fire Investigators to ensure that we were available 24/7 to provide support at incidents. These officers are trained to carry out fire investigations at incidents involving a fire related fatality, injury or where a fire resulted in significant community or business loss. We provided expert witness statements to assist the Coroner and courts to reach their verdicts.

Officers delivered a Level 3 Fire Investigation Foundation course to Supervisory Managers which is a nationally recognised qualification with the Skills for Justice awarding body.

In addition, we worked in partnership



with West Midlands Fire Investigation and Prevention Section, which included the use of fire dogs, supported our continual professional development and provided third party scrutiny to our investigations.

Operational Assurance

Through our commitment to learning and operational assurance, we continued to work with and learn from our colleagues in other fire and rescue services to improve our operational response to incidents.

Through the National Operational Learning (NOL) and JOL websites, we shared, received and acted upon lessons identified, notable practice and action/information notes linked to the National Operational Guidance (NOG) programme and the Joint Emergency Services Interoperability Principles (JESIP).

We continued to maximise learning opportunities both as an individual Service and with our partners.

In 2019/20, we supported two multi-agency debriefs for other services and attended a multi-agency debrief as a result of a significant fire at the George Bryan Centre located at the Sir Thomas Peel Hospital in Tamworth. This resulted in number of lessons being identified across the partnership.

A number of action plans followed internal structured debriefs, NOL/ JOL action notes and internal safety events were progressed and monitored through the Directorate Board.

In addition, we carried out 2,886 operational assurance activities (+14% on the previous year) resulting in 402 hot debriefs at the scene (+23% on the previous year).

This produced 2,282 satisfactory reports (similar to the previous year with 6 safety critical findings (-45%), 176 areas of concern (-20%) and 167 areas of exceptional practice (-24%). This resulted in 197 identified lessons that required definitive action (25%). We have added a range of accessible case studies, learning bulletins and operational officer professional development forums to the Service's learning platform throughout the year.



Assurance

As part of the Service's planning and performance processes, we considered findings resulting from inspections from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in order to drive improvement in everything we do.

HMICFRS carries out independent inspections of all 45 fire and rescue services in England, in addition to carrying out all national policing inspections. These inspections focus on three key themes:

- Effectiveness (how effective we are at keeping people safe and secure from fire and other risks)
- Efficiency (how efficient we are at keeping people safe and secure from fire and other risks)
- People (how well we look after our people)

HMICFRS use ratings of 'Outstanding', 'Good', 'Requires Improvement' and 'Inadequate'. In its latest inspection report published 17 December 2019 HMICFRS rated us 'Good' at providing an effective service to the public and making the best use of our resources and also for looking after our people. We were rated as 'Outstanding' at promoting the right values and culture.

Inspection reports are available to the public via the HMICFRS website:

www.justiceinspectorates.gov.uk

Performance Summary

In relation to these performance measures, the figures reported are calculated using the most up-to-date information available. As a result, these performance figures may differ from those previously reported due to the outcomes from fire investigations, coroners' reports and other external factors, and may be subject to change.

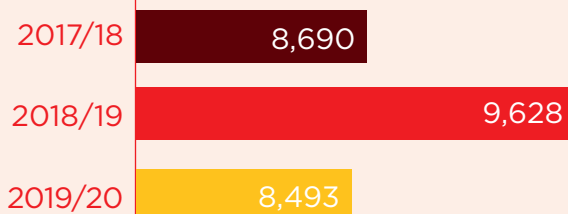
All data taken from Reporting Services data tools

	2019/20	
All Attended Incidents	8,493	
Business Fires - Accidental (includes unknown cause) *	140	*Does not include Prison Fires
Business Fires - Deliberate *	42	
Road Traffic Collisions (RTC's)	698	
Safe and Well Visits	26,840	
Accidental Dwelling Fires	574	
Accidental Dwelling Fire Deaths	5	
Accidental Dwelling Fire Injuries	14	
Small Fires	1,468	
UwFS Attended #	3,798	
UwFS Not Attended #	1,520	
UwFS - All #	2,278	

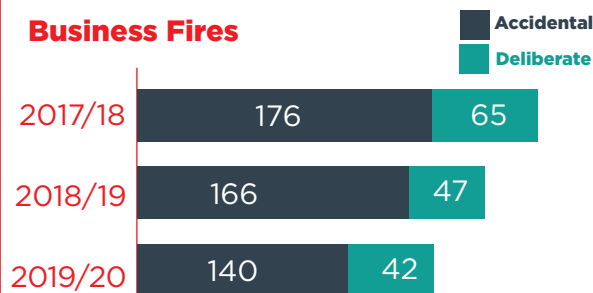
Unwanted Fire Signals



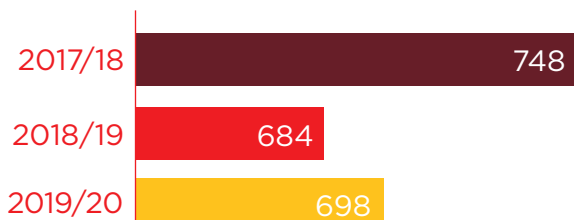
All Attended Incidents



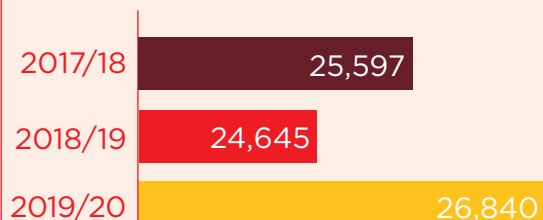
Business Fires



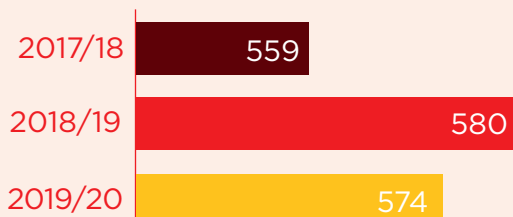
RTC's Attended by Service



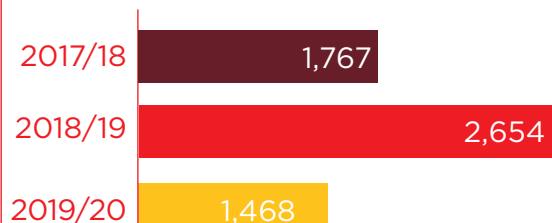
Safe and Well Visits



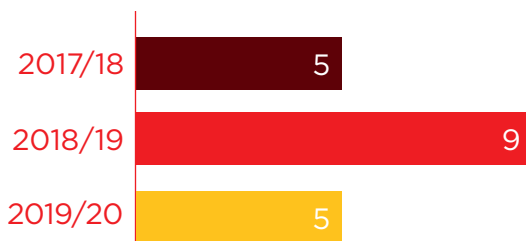
Accidental Dwelling Fires



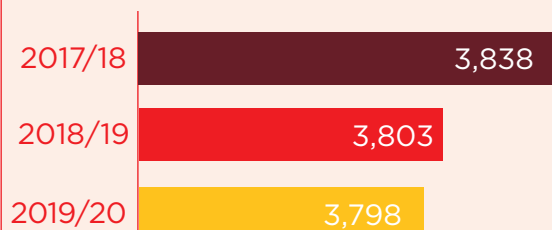
Small Fires



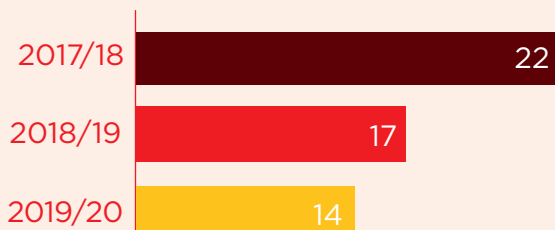
Accidental Dwelling Fire Deaths



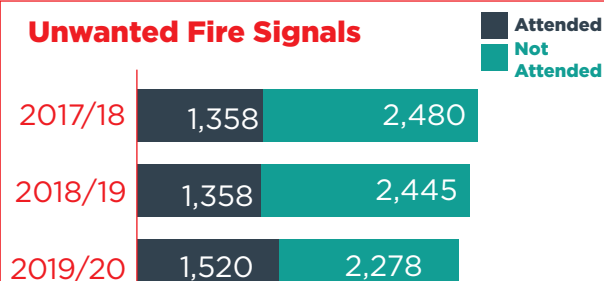
Unwanted Fire Signals



Accidental Dwelling Fire Injuries



Unwanted Fire Signals



Unwanted Fire Signals - Measure Definition:

Attended - Instances where the Service attends a location believing there to be a fire incident but on arrival discovers that no such incident has ever existed.

Not Attended - Instances where the Service deems it appropriate not to attend the location, allowing crews to attend other emergencies.



www.staffordshirefire.gov.uk



Staffordshire
Fire and Rescue Service
preventing • protecting • responding