
REPORT AUTHOR: CHIEF FIRE OFFICER**SUBJECT: ANNUAL OVERARCHING 2020/21 PERFORMANCE REPORT**

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Background Papers:

Implications (tick ✓):

LEGAL		FINANCIAL	
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New		

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To present a summary of organisational performance at the end of the fourth and final quarter of the financial year.

RECOMMENDATIONS:

That Members:

1. Acknowledge the Service's performance against the delivery of the Authority's Community Risk Management Plan (CRMP) at the end of the year and consider any issues arising;
 2. Approve the publication of the report on the Service website, subject to any amendments required following review by Members.
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1. Background

- 1.1. Both operational and corporate performance is monitored and managed internally via the monthly Corporate Management Team (CMT) Forum. Historically, the Fire and Rescue Authority has scrutinised performance on a quarterly basis via meetings of the three Policy and Challenge Groups (PCG), with the Chair of each PCG reporting separately to meetings of the full Authority. For 2020/21, Members agreed to receive a combined performance report covering all areas of operational and corporate performance.
- 1.2. The Key Performance Indicators (KPI) and targets included within the report reflect those established as part of the Authority's 2020/21 planning cycle, and in support of the strategic aims set out in the Authority's Community Risk Management Plan 2019-2023 (CRMP):
 - Section 3-5: Prevention, Protection and Response (Service Delivery);
 - Section 6: Utilising and Maximising (Corporate Services);
 - Section 7: Empowering (Human Resources)
- 1.3. One of the strategic priorities set out in the CRMP is to enable better access to data and performance insight as doing so will help empower staff to greater ownership for delivering performance improvements at a local level. To support this strategic priority, the Service is undertaking a comprehensive review of how it captures and utilises the broad range of risk and performance data available.
- 1.4. This report contains a revised and expanded set of Service Delivery KPIs that are aligned to the service delivery aims of the CRMP, namely Prevention, Protection and Response. These KPIs are drawn from a greatly expanded set of over 220 KPIs measuring both output and outcome performance across the Prevention, Protection and Response areas of the Service. They have been devised to give a Service level view of performance but also allow 'drill-down' to local levels and, where applicable, they are aligned to the measures used by the Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to benchmark performance between other fire and rescue services.
- 1.5. It is likely that this performance report will continue to evolve during 2021/22 as work continues to expand the technical capabilities of the Business Information Team and increase the breadth and availability of risk and performance information.

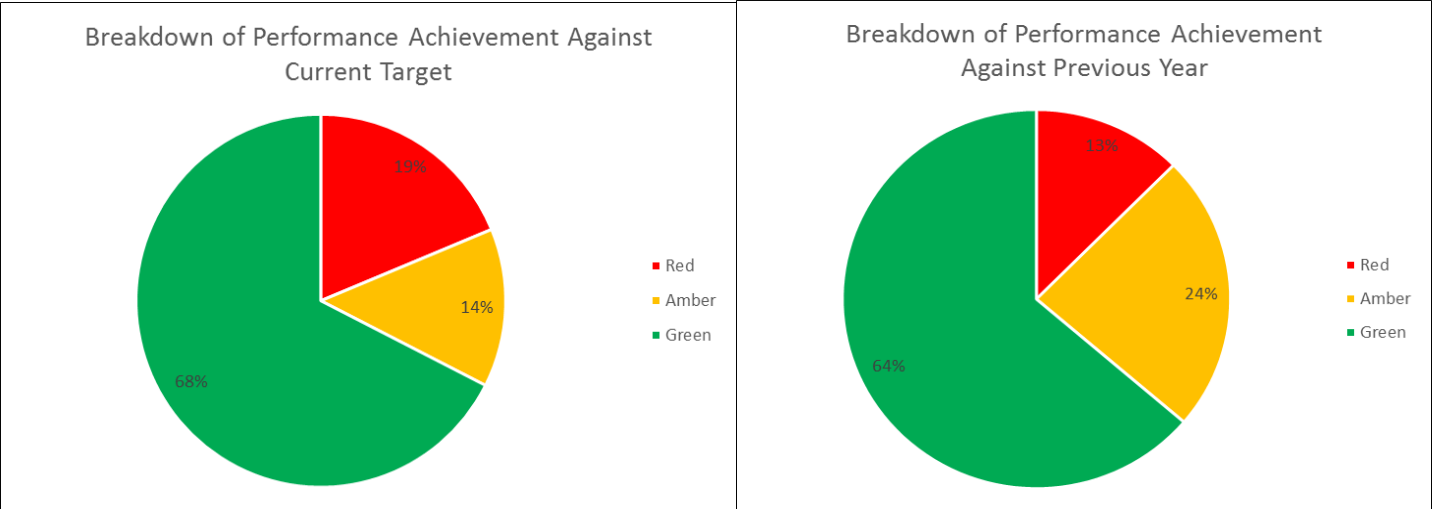
2. Performance Reporting by Exception

- 2.1. The following sections of the report present an overview of performance in key areas of the Service, providing explanatory narrative on specific operational and corporate indicators where performance was notably strong or where additional work is required to secure improvement.
- 2.2. Service Delivery performance is presented from 3 perspectives:
- Comparison against the annual target levels;
 - Comparison with performance at the same point last year;
 - Comparison with the 5-year average.
- 2.3. The status of each measure is noted using the following key:

Colour Code	Exception Report	Status
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%


Note: It should be noted that all targets are represented as 100% of the target for that period and the actual as a percentage of that target.

Management Summary





PREVENTION

 Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Total number of primary fires	Down	731	970	24.64%	926	21.06%	1025.00	28.68%
Number of (primary) fire fatalities	Down	3	3	0.00%	0	n/a	3.40	11.76%
Number of (primary) fire injuries where victim went to hospital	Down	35	26	-34.62%	38	7.89%	29.6	-18.24%
No. of Deliberate (Arson) Fires	Down	428	715	40.14%	697	38.59%	866.80	50.62%
Total number of primary fires - dwellings - accidental	Down	302	347	12.97%	321	5.92%	367.80	17.89%
Total number of primary fires - dwellings - deliberate	Down	40	30	-33.33%	26	-53.85%	33.40	-19.76%
Total number of primary fires - other buildings - deliberate	Down	33	47	29.79%	57	42.11%	51.40	35.79%
Number of delivered Safe and Well visits	Up	6826	10000	-31.78%	5858	16.46%	n/a	n/a
Total number of secondary fires	Down	843	970	13.09%	908	7.16%	971.40	13.22%

Prevention Commentary:

Number of Fatalities

Tragically there were 3 fatalities as a result of fire this year. In Q2 BFRS attended a caravan fire on 21 August 2020 in which a deceased adult was found. Due to the severity of the fire BFRS fire investigation was unable to determine the cause of the fire with certainty. The investigation concluded the probable cause to be a heat source such as a carelessly discarded cigarette or a naked flame applied or dropped onto a textile item or similar. The Coroner has determined the cause of death to be accidental. In Q3 on 19 October BFRS attended a bungalow fire in Kempston at which the elderly occupant was rescued but subsequently died from their injuries. Having originally escaped from the property, against advice from Fire Control the occupant re-entered the property in an attempt to rescue a family pet. The fire investigation determined that the fire was caused accidentally as a result of cooking. The Coroner has determined the cause of death was accidental as a result of smoke inhalation. In Q4 on 24 February 21 BFRS attended a fire in a flat above a shop in Clarence road, Leighton Buzzard. A female resident was rescued and treated on scene for severe burns, but died later in hospital. The fire investigation determined smoking and alcohol consumption may have contributed to the cause of the fire. The Inquest has not yet been held.

These incidents have been followed up with targeted risk reduction activities in the local area and BFRS has established a new multi-agency group to look into fire death cases seeking for lessons to be learnt.

Number of (primary) fire injuries where victim went to hospital

There were a total of 35 fire injuries recorded on IRS as requiring hospital treatment, these consisted of 12 injuries deemed to be serious (from 10 fires) and 23 injuries deemed to require 'outpatient' treatment only (from 19 fires). Of the 29 fires resulting in injuries 22 were dwelling fires, 3 were in non-residential property, 1 was in other residential property, 1 was an outdoor fire, and 1 was in an outdoor structure. Only 2 of the fires were deliberately set. The most common causes of the dwelling fires resulting in injury were cooking (5 fires), faulty equipment/appliances or faulty leads (5 fires) and 'careless handling' of heat sources (3 fires). This is broadly consistent with the general pattern of causes seen for all dwelling fires. The number of fire injuries has been higher than the BFRS historical average for the past two years, however, historically BFRS has generally recorded lower levels of fire injuries compared to national levels. There are 'natural' fluctuations in outcomes and categorisation of fire injuries is somewhat subjective in nature, based upon the opinion of fire officers from information gathered at the incident scene. Due to these factors and the statistically very small data set, it is difficult to draw firm conclusions. Fire Investigation Officers are assigned to carry out detailed investigations into all fires resulting in life threatening injuries, and if

issues such as appliance faults that may require product recall are identified, appropriate action will be instigated. Injury fires also act as a trigger for targeted local 'after-fire' prevention initiatives.

Total number of primary fires - dwellings – deliberate

Analysis of the 40 deliberate primary dwellings fires shows that there has been one repeat location in Bedford Borough with two fires in a block of flats in Harris Way, Wootton. One fire (May 2020) was in one of the communal areas and the other in a flat (September 2020). Both these incidents have been investigated by Bedfordshire Police as crimes of arson.

There have been four fires in the communal areas of the block of flats known as the Academy in Holly Street, Luton. These involved: two fires in the corridor directly outside flats where rubbish bags had been left out instead of being taken down to the bin room (both in October 2020) , a pushchair that had been left under the stairs being set on fire (November 2020) and a pile of magazines outside the lift on the second floor (February 2021). There have also been two fires in the bin store (both in January 2021) and a total of 29 flats in the block have had their spy holes melted by someone holding a cigarette lighter up to them. These all occurred on the night of 21/01/21 and have all been recorded under one incident. The police are investigating and police, FRS and management company have met and a variety of crime and arson prevention measures have been put to the management company. Letters have been sent to all residents reminding them that they are not to leave anything out in the communal areas.

All bar five of the 40 primary dwelling fires are being investigated by the police as either 'arson' or 'arson with intent to endanger life'. Of the five that are not one was a deliberate own property fire by a child in a care home. In respect of that fire a SAFE intervention has been completed. One was a small fire in an external bin store area, another was a late fire call to scorch marks on the carpet in a communal area of a block of flats. One fire was associated with a murder and another was an incident involving several offences, including threats to commit arson with intent to endanger life. The offender was arrested at the scene and the incident has been recorded as an offence of threats to kill.

Where appropriate Arson Reduction Officers have visited the scenes and taken action as appropriate to prevent further offences.


Number of delivered Safe and Well visits

The number of Safe and Well visits delivered was 6,826. Whilst this was 32% below the target set for the year, it was 16% more than the previous year despite the restrictions imposed by the Covid-19 pandemic. In response to pandemic conditions

new delivery methods were developed with 1710 interventions delivered by 'Doorstep visit' and 916 delivered by telephone. The online referral portal launched in August 2020 has proved to be a real success with 756 (11% of total) visits generated by the portal. The portal generated a high proportion of visits to households with known risk factors such as elderly occupants, people living alone and households with no working smoke alarm. It is encouraging to note that the number of accidental dwelling fires has fallen by six percent this year.



PROTECTION

 Protection								
Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
% of Building Regulations consultations completed on time	Up	78%	95%	-17.89%	95%	-17.89%	95%	-17.89%
Total Fire Safety Audits/inspections completed	Up	1919	1800	6.61%	1668	15.05%	1847.8	3.85%
Total number of primary fires in non-domestic buildings	Down	95	133	28.57%	140	32.14%	146	34.93%
The number of automatic fire detector false alarms in non-domestic properties	Down	648	550	-17.82%	561	-15.51%	778.60	16.77%

Protection Commentary:

% of Building Regulations consultations completed on time

Out of the 387 Building Consultations 86 were not responded to within the 15-day period providing a compliance level of 78%, with 65 of the consultations missing response assigned to Southern Area Office and 21 from Northern Area Office. 19 of these were for a large residential development, made up of various plots for residential apartments, this was a very big job that was received all at once, resulting in the number of consultations for the month for the Southern Area office being well above average. All 19 consultations missed the due date by 1 day.

There has been a shortage of qualified Fire Safety Inspectors within the protection team as a result of high staff turnover due to a high number of retirements and leavers and the time it takes to develop new staff.


The implementation of our new fire safety management system coincided with the national lockdown and coupled with the move to predominantly remote working this also contributed to the higher than usual number of consultations not being responded to within the agreed timeframe.

The number of automatic fire detector false alarms in non-domestic properties

The target has been missed by 17.8%. In Q1 performance was ahead of target, which may have been due to fewer premises being occupied as a result of Covid measures. However, in subsequent quarters the number of incidents has risen to levels higher than in the same period of the previous year. The two main hospitals in the county accounted for 14% (92 incidents) of all incidents attended. Primary schools were the next highest category at nearly 6% (37), with retirement homes also accounting for over 5% of the total. Bedford town area accounted for 38% of incidents (244), with Luton next at 34% (219). The Service looks to reduce attendance to this type of false alarm through call handling. There is no automatic attendance made to calls originating from AFD alarms during office hours in lower risk premises - there is questioning by Control staff as to the cause of the alarm before a decision is taken to mobilise resources. Investigation suggests that during the COVID-19 pandemic, when call handling it has been more difficult to identify whether premises are occupied and the number of occasions where no mobilisation takes place has reduced. The protection team also takes action on any individual premises identified as having unacceptably high levels of fire alarm system related false alarms.



RESPONSE


 Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Total Emergency Calls received	Down	n/a	Monitor Only	n/a	n/a	n/a	n/a	n/a
Total Incidents	Down	6039	Monitor Only	n/a	5918	-2.04%	6019.8	-0.32%
Total Fires	Down	1600	Monitor Only	n/a	1870	14.44%	2030.4	21.20%
Total Special Services	Down	1885	Monitor Only	n/a	1658	-13.69%	1511.4	-24.72%
Total False Alarms attended	Down	2554	Monitor Only	n/a	2390	-6.86%	2478	-3.07%
% of emergency calls answered within 7 seconds	Up	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Average Call Handling Time (Bedfordshire incidents (Sec))	Down	158	n/a	n/a	164	3.66%	n/a	n/a
Average response time to primary fires (Sec)	Down	564.36	600	5.94%	602.13	6.27%	590.53	4.43%
Average response time to secondary fires (Sec)	Down	614.47	1200	48.79%	605.20	-1.53%	613.52	-0.15%
Average response time to RTCs (Sec)	Down	635.89	780	18.48%	650.82	2.29%	628.90	-1.11%
RDS availability of 1st pump - primary available or alternate available	Up	70.68%	90%	-21.39%	69.82%	1.33%	69.77%	1.40%
% of time whole-time global crewing availability enabled 9 riders on 2 pump responses	Up	95.83%	90%	6.48%	98.98%	-3.18%	96.76%	-0.96%

Response Commentary:

- RDS availability of 1st pump - primary available or alternate available- Quarter 4 we can see an increase against the previous year and the 5 year average which is positive and continues to go in the right direction. With the changes to mobilising to non-structural only being in place for part of quarter 4, we anticipate a further rise in availability in quarter 1 of 2021/22. We continue to pursue further measures to increase the On Call availability and anticipate further improvements in this area with the introduction of such things as annualised hours, improved monitoring of individual contracts and contractual changes for the On Call duty system.



EMPOWERING

 Equality & Diversity								
Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Percentage of new entrants to the RDS/On-Call operational staff to be women	Up	14.29%	12.5%	14.32%	9.52%	50.11%	12.01%	18.98%
Percentage of new entrants to the Wholetime operational staff to be women	Up	11.10%	9.46%	17.34%	5.89%	88.46%	6.85%	61.99%
Percentage of RDS/On-Call operational staff who are women	Up	9.72%	10.1%	-3.76%	10.00%	-2.80%	2.00%	386.00%
Percentage of Whole time operational staff who are women	Up	6.25%	7.2%	-13.19%	6.43%	-2.80%	1.29%	386.00%
Recruitment of Black, Asian and Minority Ethnic (BAME) staff across the whole organisation	Up	8.90%	8.9%	0.00%	8.00%	11.25%	8.04%	10.67%
Recruitment of Black, Asian and Minority Ethnic (BAME) staff across operational roles	Up	11.10%	7.1%	56.34%	5.26%	111.03%	1.05%	955.13%
Percentage of RDS/On-Call operational staff who declare as BAME	Up	5.56%	6.9%	-19.42%	6.36%	-12.58%	1.27%	337.11%
Percentage of Wholetime operational staff who declare as BAME	Up	7.69%	7.6%	1.18%	6.79%	13.25%	1.36%	466.27%

Empowering - Equality & Diversity Commentary:

The percentage of female new entrants in both RDS/On-Call and Wholetime duty systems is higher than targeted, however, the overall the proportion of operational women in the workforce has slightly decreased. This is due to the relatively low level of operational recruitment and a higher number of female leavers than jointers. The Service has a number of positive action initiatives targeting women including female focused “have a go” days, as part of this year’s Wholetime recruitment campaign.

The percentage of RDS/On-Call operational staff who declare as BAME remains a challenging target largely due to the demographics of the locations of the On-Call stations as the talent pool is limited to those who live within 7 minutes of the relevant station. Whilst positive action initiatives continue to be delivered, the RDS/On-Call Improvement Project may also find new ways to make the role more attractive to underrepresented groups.



Human Resources

Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
The percentage of working time lost due to sickness (excludes RDS/On-Call)	Down	3.21%	4.2%	23.57%	4.34%	26.01%	4.06%	20.97%
The percentage of the RDS/On-Call workforce with 4 or more incidences of sickness in a 12 month period	Down	0.94%	5%	64.60%	3.39%	47.75%	3.39%	47.75%
Turnover excluding retirement or dismissals - Excluding RDS/On-Call	Down	3.15%	5%	37.00%	3.88%	18.81%	3.74%	15.87%
Turnover excluding retirement or dismissals - RDS/On-Call only	Down	11.33%	14%	19.07%	6.78%	-67.11%	11.60%	2.31%
Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) All Staff	Up	88.23%	80%	10.29%	95.38%	-7.50%	92.45%	-4.56%

Empowering – Human Resources Commentary:

Whilst all targets have been overachieved, it is worth noting that Covid absences are not included and some Covid symptoms are similar to cold/flu, so may have been masked until Covid testing was up and running. For the same period, the percentage of working time lost due to Covid related absence (excluding RDS/On-Call) was 6.18%. In comparison to 3.21% for all other sickness absence.

The biggest reduction in non-Covid sickness absence has been amongst green book staff (2.01% down from 3.42% last year), who have been working from home for a significant proportion of time during the pandemic, which again is likely to have contributed to less sickness reporting due to more flexible working arrangements. There has also been a noticeable reduction in operational areas with 3.53% down from 4.57% last year. Absence in Control has also marginally reduced since last year (5.26% down from 5.76 last year) and has been impacted by a number of long term sickness cases (more than 3 weeks absence), due to the relatively small numbers of staff in the team. With the temporary additional capacity in HR to support managers with absence management, the number of long term cases has reduced from 22 in 2019/20 to just under 10, although the length of absence has increased due to the impact of Covid on NHS waiting times for diagnostics and treatment.

Many On-Call staff were furloughed from their primary employment during this time which not only increased the Service's pump availability but reduced turnover, and absence rates due to more limited exposure to infection and other illnesses/injuries. For the same period the percentage of the RDS/On-Call workforce with 4 or more incidences of Covid related absence in a 12 month period was 3.5% in comparison to 0.94% for other sickness. The turnover rate for 20/21 was on a par (slightly lower) than the 5 year average and was still significantly under the national average.

Returned appraisals: The 20/21 results were 8.23% above the target. The target was set lower than the 19/20 target due to the impending change in process where a reduced rate of return was anticipated.



Occupational Health

Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Percentage of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS).	Up	3.47%	98%	-96.46%	98.50%	-96.48%	78.70%	-95.59%
Percentage of operational personnel achieving a pass category in their annual fitness test	Up	92%	96%	-4.17%	100.00%	-8.00%	78.60%	17.05%
Percentage of 3 yearly medicals due in year completed	Up	0.00%	85%	-100.00%	84.00%	-100.00%	New measure insufficient data	

Empowering Occupational Health Commentary:

Completion of annual fitness assessments - As a result of repeated national lockdowns, restrictions on the opening of Service gyms in line with National guidance and the operation of bubbles to ensure Covid secure working conditions for operational crews, the Service has been unable to conduct its full annual fitness testing cycle in 2020/21. Operational employees have been encouraged to maintain their physical fitness in line with Service standards. Return to work fitness testing has taken place when deemed safety critical for specific cases and has been conducted in accordance with COVID secure guidance.

Operational personnel achieving pass –The Service has been unable to conduct its full annual fitness testing programme during 2020/21 because of Covid-19 restrictions. Operational employees have been encouraged to maintain their physical fitness in line with Service standards, even though their fitness has not been formally assessed by the Service Fitness Adviser in the usual manner during 2020/21. However, those employees who have been tested upon their return to work have continued to exhibit pass rates above 90% in line with previous year's figures.

3 yearly medicals - As a result of Covid-19 restrictions and Government guidance, all non-emergency medical appointments have been conducted remotely during 2020/21, this includes the 3 yearly medical programme. Therefore, the target of 85% will be carried forward to 2021/22 as it is hoped that with the vaccination roll-out and cessation of lockdowns in-person health surveillance programme will be reinstated. Alternative health surveillance options are being considered by the Occupational Health and Fitness Manager should Government restrictions prevent in person health surveillance being reintroduced. Note: working on a plan to get back on track depending on government restrictions for 2021/22 and proactive management support to release staff.



Organisational Development

Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Percentage of station based operational BA wearers that have attended an assessed BA course within the last 2 years	Up	97%	98%	-1.02%	97%	0.00%	98%	-1.45%
Percentage of EFAD qualified LGV drivers that have attended an EFAD course within the last 3 years	Up	94%	98%	-4.08%	95%	-1.05%	98%	-4.38%
Percentage of station based operational staff that have attended WFR course within the last 3 years	Up	91%	98%	-7.14%	97%	-6.19%	98%	-7.53%
Percentage of station based operational BA wearers that have attended Compartment Fire Behaviour course within the last 2 years	Up	94%	98%	-4.08%	97%	-3.09%	98%	-4.37%
Percentage of watches/sections at BFRS stations that have at least 60% of operational personnel qualified in Trauma Care	Up	81%	98%	-17.35%	84%	-3.57%	94%	-13.43%
Percentage of station based operational staff that have attended a Working at Height Operator or Supervisor Revalidation course within the last 3 years	Up	85%	98%	-13.27%	94%	-9.57%	97%	-12.02%
Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role	Up	100%	98%	2.04%	96%	4.17%	95%	5.70%
Percentage of Safety Critical Maintenance training programmes completed by Whole-time Operational Personnel via PDR Pro within the last 12 months	Up	95%	92%	3.26%	92%	3.26%	94%	1.03%

Percentage of Safety Critical Maintenance training programmes completed by RDS/ On-Call Operational Personnel via PDR Pro within the last 12 months	Up	88%	90%	-2.22%	86%	2.33%	89%	-0.69%
Percentage of Safety Critical Maintenance training programmes completed by Control Personnel/WM Control via PDR Pro within the last 12 months.	Up	92%	90%	2.22%	91%	1.10%	89%	3.33%
Percentage of Safety Critical Maintenance training programmes completed by Senior Management roles (SC to SOC) via PDR Pro within the last 12 months.	Up	90%	92%	-2.17%	92%	-2.17%	93%	-3.09%
Percentage of Safety Critical Maintenance training programme completed by Watch Commander - Day Duty via PDR Pro within last 12 months	Up	94%	92%	2.17%	86%	9.30%	90%	4.44%

**Empowering - Organisational Development Commentary:
Commentary:**

The Service has made significant progress in improving performance against targets for training activities following the impact of the Covid-19 outbreak, with an improvement seen across the majority of the performance indicators. Despite the restrictions training courses recorded on the Course management system for 20/21 total 815 an increase on the previous year 19/20 of 800.

In support of Government guidance on social distancing and easing of lockdown the Service continues to limit the movement of staff, preventing further spread of the infection and protecting our frontline operational response. Utilising the more readily available Lateral Flow Covid tests the Service has trialled pre-course testing to improve staff safety and allow for more section bubbles to be trained simultaneously. The requirement to reduce contact and interaction of sections required to safeguard frontline service still hampers the normal efficiency of training.

The Service continues to manage any potential impact on individuals' skill degradation through local intervention and monitoring to support extensions to the normal skill certifications for operational personnel.

The training section priority for 2021/22 is focusing on how to reach the level of training and assessments carried out in previous years.

T1 – Percentage of station based operational BA wearers that have attended an assessed BA course within the last 2 years.

With the reintroduction of BA refresher training utilising LFT's and watch based bubbles the Q4 figure has seen an improvement of 5% from Q3 and remains just over 1% off the target figure of 98%. Training continues to be programmed and aligned to cater for individuals who are most out of date.

T2 - Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years

Some capacity in our driver training section has been utilised to support the work of our colleagues at EEAST during Q4. During the third national lockdown the Driver Vehicle Standards Agency (DVSA) again placed strict restrictions on driver training due to the inherent inability to socially distance with a vehicle. It is anticipated that the target will be on target as a result of new methods of delivering the training (virtual and practical).

T3 - Percentage of station based operational staff that have attended a Water First Responder or Water Technician course within the last three years

Covid safe procedures for water courses have now been agreed and water courses resumed in November 2020. 4 water courses had to be cancelled in Q4 due to Covid-19 affecting crewing and this has held back further progress.

T4 - Percentage of operational BA wearers (station based) that have attended Compartment Fire Behaviour course within the last two years

Bubble aligned training resumed in November 2020 after an agreement had been reached with LLA and focused on targeting those individuals most out of date, this has resulted in an improvement of 6% since Q3.

T5 - Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.

Due to the course nature, establishing jointly agreed Covid safe procedures for the protection of BFRS staff and the training provider has been challenging, during the third national lockdown training had to be suspended. Emergency care courses are due to resume in Q1 of the new year.

T6 - Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.

The restart of WAH training has seen a 6% improvement since last quarter and 8 further courses are planned for the first month of Q1.

T8b - Percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months.

Of the 11 On Call sections – 4 met or exceeded their target. On Call practical training opportunities have continued to be impacted by the effects of Covid19.



Health & Safety

Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Number of serious accidents (over 28 days) per 1000 employees	Down	3.74	3.78	0.98%	7.59	50.67%	0.86	-336.39%
Number of working days/shifts lost to accidents per 1000 employees (excluding RDS//On-Call employees)	Down	376.40	291.5	-29.13%	833.67	54.85%	100.99	-272.73%
Number of 24 hour cover periods lost to accidents per 1000 RDS/On-Call employees.	Down	4867.46	703.62	-591.77%	1918.49	-153.71%	458.28	-962.12%

Empowering – Health and Safety Commentary:

H2 Number of working days/shifts lost to accidents per 1000 employees (excluding On Call (RDS) employees). The quarter 4 actual figure of 376.4 equates to 198.5 days lost due to 44 workplace accident injuries, for which 11 of these injuries resulted in lost time. The associated lost time for these injuries was 30.5, 22, 3, 12, 22, 26, 1, 19, 43, 2 and 18 days respectively. The longest injury resulted in 43 days lost occurred whilst a firefighter was walking on the incident ground and felt a sudden pain in their left knee. The weather was dry, daylight hours and on a tarmac surface with no obvious defects or other cause of the injury.

H3 Number of 24 hour cover periods lost to accidents per 1000 On Call (RDS) employees. There have been 8 workplace injuries up to the end of quarter 4 involving On Call (RDS) personnel. The injuries reported resulted in a total number of lost cover periods of 7.73. The target has been missed due to a single incident (burn injury sustained during hot fire training in October 2019). This injury has resulted in long term sickness since the event took place and the individual remains absent. If the cover periods lost due to this specific injury were excluded from the data, H3 quarter 4 actual figure would be well within the target percentage.



UTILISING

		Fleet						
Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Grade A Defect Response Time (within 1 hour)	Up	97.73%	90%	8.59%	89.60%	9.07%	91.64%	6.64%
Grade A Defect Response Time (within 2 hours)	Up	100.00%	95%	5.26%	97.81%	2.24%	98.17%	1.86%
The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Down	1.37%	5%	72.65%	1.94%	29.62%	2.30%	40.64%
The percentage of time when Aerial Appliances and SRU were unavailable for operational use due to an annual service defect or other works. (Turnaround Time)	Down	2.30%	5%	54.03%	2.80%	18.02%	3.10%	25.84%
The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Down	0.22%	3%	92.53%	0.54%	58.54%	0.44%	49.07%

The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)	Down	0.82%	2%	59.18%	1.06%	22.66%	1.01%	19.07%
The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period	Up	98.52%	93%	5.93%	97.71%	0.82%	97.55%	0.99%
Annual Services undertaken	Up	100.00%	97%	3.09%	100.00%	0.00%	100.00%	0.00%

Utilising – Fleet Commentary:

- N/A No measures in Red or Amber status



MAXIMIZING

Finance								
Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Budget requirement of Fire and Rescue Service (£ per 1,000 population). Performance Indicator to be used for information only	Down	46.02	n/a	n/a	44.89	-2.53%	44.14	-4.25%
Accuracy of net budget forecast outturn for period 6 (September) against actual outturn - variance between forecast and actual outturn	Down	To be provided following closure of accounts	£600000	n/a	0	n/a	163800	n/a
Accuracy of net budget forecast outturn for period 9 (December) against actual outturn - variance between forecast and actual outturn	Down	To be provided following closure of accounts	£600000	n/a	0	n/a	96000	n/a
Percentage of routine financial reports distributed within 6 working days of period-end closure	Up	100.00%	90%	11.11%	100.00%	0.00%	100.00%	0.00%
Compliance of annual statement of accounts processes with statutory timescales and quality criteria	Up	To be provided following closure of accounts	100%	n/a	0.00%	n/a	100.00%	n/a

Percentage of uncontested invoices paid within 30 days	Up	91.02%	96%	-5.18%	95.14%	-4.33%	95.32%	-4.51%
Percentage of outstanding debt over 90 days old	Down	4.09%	1.5%	-172.83%	0.88%	-366.53%	2.70%	-51.77%
Percentage of annual planned efficiency savings achieved by year end	Up	To be provided following closure of accounts	100%	n/a	0	n/a	0.9314	n/a
Return on investment	Up	0.70%	1.075%	-34.88%	1.13%	-38.05%	0.90%	-22.57%

Maximising – Finance Commentary:

Percentage of uncontested invoices paid within 30 days: Due to the pandemic and delays in receiving of post, staff off-site/working from home etc, there is a slight delay in the payment of invoices however despite these difficult conditions the Finance department has still managed to achieve a relatively high % each quarter. A further reason why this target was not met, was due to invoices being received without Purchase Orders raised and therefore there is a delay in payment due to having to wait for orders to be raised. The Finance department continues to work with budget managers for these areas to improve the timeliness of authorising invoices.

Return on investment: Due to the ongoing Covid pandemic and current low Bank of England base rate it has not been possible to meet this target. The budgeted income return on investments for 2020/21 was £115.4k however the actual income achieved was £84k, this has previously been reported to the FRA.

Percentage of outstanding debt over 90 days: This target has again been missed in quarter 4 however each quarter in 2020/21 has shown a steady improvement (from 7.78% in Q1 to 4.09% in Q4) and this trend is expected to continue into Q1 of 2021/22 as improvements to processes and ICT take effect. There are no significant individual amounts of debt.



Information and Communication Technology

Performance Indicator	Objective	2020/21 Q4 Actual	2020/21 Q4 Target	Actual v Target	2019/20 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
The Number of Incidents on Mission Critical services resolved within 1 Hour	Up	100.00%	92%	8.70%	100.00%	0.00%	97.47%	2.60%
The Number of Incidents on Business Critical services resolved within 2 Hours	Up	100.00%	97%	3.09%	96.88%	3.23%	99.18%	0.83%
The Number of Incidents on Business Operational services resolved within 4 Hours	Up	98.75%	95%	3.95%	97.50%	1.28%	98.04%	0.72%
The Number of Incidents on Administration Services resolved within 8 Hour	Up	91.29%	93%	-1.84%	97.00%	-5.88%	95.07%	-3.97%
Core ICT services availability	Up	100.00%	98%	2.04%	97.50%	2.56%	99.50%	0.50%
Business Applications Availability	Up	100.00%	98%	2.04%	100.00%	0.00%	99.87%	0.13%
User Satisfaction Survey	Up	83.28%	n/a	n/a	n/a	n/a	n/a	n/a

Maximising ICT Commentary:

- The Number of Incidents on Administration Services resolved within 8 Hour:

Administration Services are low priority calls. During the Covid-19 lockdown and staff working from home (WFH) there were a large increase in administration type calls in Q1. For Q2,Q3,Q4 the KPI exceeded target but the YTD Q4 means the KPI remains at Amber due to the unprecedented demand in Q1

Also please note these PI's measure the Service Desk only so do not reflect the overall ICT shared Service offering.

**ANDREW HOPKINSON
CHIEF FIRE OFFICER**