

**SERVICE PERFORMANCE AND RISK REPORT**  
**End of the 2nd QUARTER 2017 - 2018**

**1 April 2017 – 30 September 2017**

**REPORT EXECUTIVE SUMMARY**

This report provides information relating to the Service's Performance and Risk Framework.

**Report Highlight Summary Table**

<b>Prevention Performance</b>		
Accidental Dwelling Fires	22% below 3 year average.	
Other Accidental Fires (exc. Vehicles)	1.4% below 3 year average.	
Deliberate Primary Fires	29.4% above 3 year average.	
Deliberate Secondary Fires	52.8% above 3 year average.	
Automatic Fire Alarms	6.8% above 3 year average.	
Fatalities	2 fatalities (aspirational target 0)	
Injuries	28 injuries (aspirational target 0)	
<b>Response Performance</b>		
First engine response	6.3% better than target	
Second engine response	9.7% better than target	
<b>Projects Update</b>		
<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• ICT</li> <li>• Collaboration</li> </ul>	A summary of progress for Strategic Projects is provided at Paragraph 9 within the body of this Report.	
<b>Strategic Risks</b>		<b>Score</b>
Reduction in external financial support.	No change in risk.	<b>72</b>
East Coast and Hertfordshire Control Room Project (ECHCR).	No change in risk.	<b>36</b>
Incident Command System.	No change in risk. System is stable.	<b>40</b>
National and local operational learning from incidents and arising issues is integrated into operational development and learning.	Reduction in Risk. Operational Assurance processes and training interventions used to mitigate risk.	<b>45</b>
<b>Complaints</b>		
Driving related.	1 Upheld	0 Not Upheld
Conduct of employees.	2 Upheld	2 Not Upheld
Performance of employees.	4 Upheld	2 Not Upheld
Damage to property whilst responding to incidents.	0 Upheld	0 Not Upheld
Other	1 Upheld	2 Not Upheld
<b>Compliments and Messages of Thanks</b>		
19 compliments and messages of thanks were received in the 2 <sup>nd</sup> Quarter and posted on our Website: <a href="#">Compliments and Messages of Thanks</a>		

## RECOMMENDATIONS

1. That Members consider the report and make any recommendations to the Fire Authority as necessary.

## BACKGROUND

2. Regular performance and risk reviews are undertaken internally to jointly review any issues at Corporate Management Team (CMT), and Project level. CMT provide the oversight of Projects and therefore there are two levels of risk register; one for Strategic Risks and separate registers for individual projects.
3. The ownership of performance and risk is detailed below:

<b>Corporate Management Team</b>	Risks on the Strategic Risk Register
<b>Community Protection Unit (CPU) and Sections</b>	Local Performance Indicators
<b>Project Owners</b>	Specific Project Risks and issues and performance against project milestones.

4. The Corporate Management Team in conjunction with the Corporate Planning and Performance Manager and GAS Committee provides an internal scrutiny function for Strategic Risks and Service Performance Indicators.
5. All performance and risk information is managed through automated systems which enable managers at all levels to have access to information which is as up to date as possible, and in many instances is live information.
6. The Strategic Risk Register is publicly accessible via the Service website [Our-performance](#). Members can also view the Action Plans relating to any performance or identified risks electronically at meetings through the Corporate Information Portal.

## PERFORMANCE ISSUES OF NOTE

7. A summary of all key performance can be seen at Appendix 1. The following performance issues of note have arisen during this reporting period.

### a) Accidental Dwelling Fires (ADFs)

The number of accidental fires in the home this year is 22% below the 3-year average and even more pleasing, the number of incidents during Quarter 2 is the lowest number for the same quarter over each of the last 12 years.

Members received a report at the HFA Meeting 24 April 2017 regarding the reporting of Service performance, including indicators and targets, for the 2017/18 period. Members were also advised that opportunities would be taken to supplement quarterly performance against targets with trials of alternative reporting methods, including Accidental Dwelling Fire Severity Index Assessments. Accordingly, charts for each Unitary Authority Area have been provided at Appendix 2 showing the trend for accidental dwelling fires over the last three years and also the severity level for the same incidents, over the same period. The number of incidents that were rated as high severity to the end of Quarter 2 was very low.

### Intervention Activities of note

- ✓ Cooking safely information aides will be provided to students at a number of East Riding Secondary schools during cooking lessons, students will also be asked to take them home to parents and grandparents; specific schools have been selected as a trial to enable evaluation.
- ✓ HFRS Public Safety Advocates and Lifeline Staff are to receive joint training and Lifeline Responders will carry out joint visits with HFRS Advocates to gain awareness of appropriate safety messages.
- ✓ Public Safety teams in the East Riding are also involved in a Hoarding Strategy, which is being developed by the Local Safeguarding Boards.
- ✓ Public Safety teams in North and North East Lincolnshire have been concentrating their resources on partner referrals and high-risk homes. They have also established effective communication channels with private sector housing organisations to ensure that smoke alarms are fitted and unsafe accommodation is subject to improvement or enforcement notices.
- ✓ Teams in North Lincolnshire have been promoting cooking safety using local media outlets.
- ✓ Targeted post fire feedback is being captured to help us better understand the behaviour of fire victims before and during the fire. This intelligence will be used to help inform safety information.

### b) Deliberate Secondary Fires

Deliberate secondary fires remain a cause for concern, however there are definite signs of improvement. At the end of Quarter 1 we were 82% higher than the 3-year average target, but at the end of Quarter 2 we are 53% higher.

The number of such incidents in Hull remain high compared to the other Local Authorities and the recent historic trend. However, there are signs of improvement. At the end of Quarter 1 the number of incidents in Hull was 144% higher than the 3-year baseline target, at the end of Quarter 2 this has reduced to 81% higher.

From 5 June 2017 Hull City Council started closing their waste recycling sites for 2 days a week. Whilst more time is required to fully understand consequential effect on the number of secondary fires loose refuse fires have increased since the closure. During June to September 2016 there were 132 fires involving loose refuse, for the same period this year there have been 245, an increase of 86%.

North East Lincolnshire is particularly outstanding in being the only area to buck the trend and record a lower number of incidents than during the same period last year.

### Intervention Activities of note

- ✓ Public Safety teams in North East Lincolnshire are managing the number of incidents by monitoring hotspot areas and conducting joint patrols with Humberside Police, providing a presence in the area that acts as a deterrent but also facilitates the identification of significant individuals for intervention engagement.
- ✓ An effective working relationship with NEL *Community Pride* continues to ensure waste is moved as a matter of urgency. Regular multi-agency meetings combat identified issues, and HFRS CCTV cameras are moved dynamically around hotspot locations to deter and identify individuals. Discussions have taken place between Public Safety North and South banks to investigate whether the waste management processes in North East Lincolnshire such as that utilised by *Community Pride* could be replicated on the North Bank.

- ✓ North Lincolnshire safety teams are intelligence sharing with Humberside police on a daily basis. A joint Police patrol matrix has been established, where intelligence is recorded, ensuring that hotspot locations are patrolled at peak times.
- ✓ Public Safety Managers have met with Hull City Council (HCC), Street scene, Civic CCTV, Environmental Enforcement Team, Area coordinators, Anti-social behaviour team leader and Humberside Police to create a joined-up approach to reduce issues linked to fly tipping, arson reduction involving loose refuse and also activities for the run-up to bonfire night. Public Safety Managers requested that this partnership approach is sustained throughout the year.

Fly tipping

- ✓ Hull Community Safety and HCC have created arson reduction email boxes; this is for Operational Crews and Public Safety Advocates to send photographic evidence of fly tipping to speed up the removal of high-risk fly-tipping.
- ✓ Hull Civic CCTV are placing their mobile cameras in high risk areas to assist in evidence gathering for potential prosecution by HCC against fly tippers.

c) Deliberate Secondary Fire Seasonality Calendar

The Matrix chart below shows a seasonal trend for deliberate secondary fires and specifically which months are more likely to have a greater rate of fire in each of the authority areas and for Humberside.

Month	City of Kingston upon Hull	East Riding of Yorkshire	North East Lincolnshire	North Lincolnshire
January	42	5.8	15.2	3
February	54.8	7.4	14.6	9
March	74.2	20	25	11.8
April	66.8	26.6	39.2	17.8
May	69	24.6	37.6	16
June	58.4	20.6	30.8	16.4
July	85	24.2	38.6	19.2
August	87.2	25.2	46.6	16.4
September	75.4	26	32.6	18
October	81	14.4	27.6	13.8
November	132.6	12	27.6	11
December	48.4	7.4	17	6.6

  

Legend	
	High
	Medium-High
	Medium Low
	Low

The seasonality Matrix allows for forward planning to allow preventative work to be carried out in advance of problem months. November is a high incidence month for Hull because of the bonfire night period. It could be expected that due to the fly tipping problem, there will be an increase in fires this year. The above work seeks to mitigate this risk.

*Note: The seasonality calendar has been created using 5 years' worth of data.*

d) Deliberate Primary Fires

To the end of Quarter 1 deliberate primary fires were 46% higher than the target, and at the end of Quarter 2 this has improved to 30% higher than the target. There were 10% fewer incidents in Quarter 2 this year compared to the same quarter last year.

47% of the fires between April and September 2017 involved vehicles and this has been the most frequently ignited property type for some considerable time, the increase seen in Humberside has also been quoted within the family group and also with other Services nationally.

The rate of deliberate vehicle fires in North East Lincolnshire has been linked to reprisal arson by drug gangs. Humberside Police have been carrying out proactive drug raids, subsequently making a number of arrests.

Teams on the North Bank are working closely with Hull City Council who have the powers to remove abandoned vehicles.

e) Automatic Fire Alarm false alarm calls (AFA)

Over the last two years we have attended over 3000 fire alarm false alarms at business premises (including Health Trusts). We are now taking the opportunity to ask the Public for their views about charging for attendance at fire alarm false alarms, forming part of our consultation and engagement for the Strategic Plan 2017/18.

## STRATEGIC PROJECTS

8. Notable developments in Strategic Projects:

a) East Coast and Hertfordshire Control Room Project

Hertfordshire FRS are leading on the project and are working closely with the Programme Team and the supplier Capita to ensure that the project is fully delivered. Preparation work within the FRS's has progressed well including the ongoing training of Control Room staff, this is despite the delays on the technical side of the project. A significant amount of testing (informal) and additional development work has been carried out by the supplier over the past few months and good progress has been made on the radio and telephone aspects. The first week of pre-Site Acceptance Tests (SAT's) system was completed in late September with positive results following supplier software issues during previous tests which resulted in the tests being suspended. The anticipated go live date for Hertfordshire FRS is now mid November 17 with Humberside FRS following in January 2018 then followed by Norfolk FRS and Lincolnshire FRS. The Home Office have been kept fully briefed of the delayed system roll out by Hertfordshire FRS, it has also been made clear that the responsibility for these delays rests with the supplier Capita. The Project Board have agreed to withhold the next staged payment to the supplier until successful completion of the tests. The consortium is very clear that no Service will go live on the system until it has been fully tested and meet all of the specified requirements, this message has been communicated to staff.

b) The Ark Flood Preparation and Response Centre

The Service is in the advanced stages of developing a joint business case with the University of Hull for the Ark project, a formal Project Board structure has been formed co-chaired by the Chief Fire Officer and Pro-Vice Chancellor of the University. Key workstreams that are underway are the selection of an appropriate site from the current shortlist, preparation of a number of bids for

funding to support the multi-faceted use of the facility and most importantly engagement with the strategic stakeholders.

c) Integrated Care Centre (ICC)

The Hull Integrated Care Centre (Hull ICC) project is still on track to open in April 2018. In terms of construction updates, the last few weeks have seen significant progress across all areas of the project. Hull CCG have identified that they intend to concentrate on providing a service to the 3000 identified most highest risk frail and elderly patients in Hull in the first two years. Work is progressing in terms of identifying the areas of workforce transformation and how HFRS staff will contribute to the ICC concept. Some discussions have taken place in terms of the development of the wider prevention work that HFRS are involved with.

d) Replacement of the HR/Resource Management System

Following an external consultant report on HFRS's use of the Firewatch System and a meeting with the system provider in May 2017 to discuss how the project had been delivered and resourced so far, CMT agreed to allocate a temporary Project Manager to work on the Firewatch system for 6 months to ensure it is best placed in terms of data and processes. At the end of this focused phase of work CMT will be looking for recommendations on the use of systems within the organisation to ensure the most effective solution is in place.

#### STRATEGIC PLAN COMPATIBILITY

9. This report supports the delivery of all of our Strategic Objectives in the most effective and efficient way and is a key part of the underpinning Governance Framework.

#### FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

10. Any area of improvement in performance without an increase in resources adds value for money and the proactive management of risks is important to ensure financial stability.

#### LEGAL IMPLICATIONS

11. None arising directly.

#### EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

12. None arising.

#### PERFORMANCE AND RISK MANAGEMENT IMPLICATIONS

13. This report details the information for Members to provide assurance as to the proactive management of performance and risk by the Service.

#### HEALTH AND SAFETY IMPLICATIONS

14. Performance against the second engine response standard directly contributes to the Health and Safety of operational crews.

#### COMMUNICATION ACTIONS ARISING

15. None arising.

#### DETAILS OF CONSULTATION

16. None applicable.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

17. None

RECOMMENDATIONS RESTATED

18. That Members consider the report and make any recommendations to the Fire Authority as necessary.

**S RHODES**

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