



## Appendix 2 Surrey

# Fire and Rescue Service Performance Report 2022 – 2023 Summary dashboard

## Executive Director Summary

Surrey Fire and Rescue Service (SFRS) has had a busy period, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspected the service from the end of March through to the end of April.

The final report is expected to be published in August. The HMICFRS feedback will inform the development of the Community Risk Management Plan (CRMP), another key area of focus over the summer months and beyond.

The service continues its cultural improvement journey and initial feedback from HMICFRS highlights a positive environment and robust processes. SFRS continues to scrutinise the outcomes from recent cultural reviews, with a focus this month on responding to the HMICFRS Values and Culture Spotlight Report.

## What's working well

### Cultural Improvements:



- Implementation of the Core Code of Ethics.
- High response rate to Team Tasks to support the Core Code of Ethics from all staffing groups.
- Core Code of Ethics E-Learning module under development.
- Supervisory engagement sessions and workplace engagement.
- Equality, Diversity and Inclusion (EDI) and CRMP engagement lead in post.

#### **Fit for purpose Assets:**

- Delivery of collaboration commitments which include command support units and breathing apparatus.
- Fire station redevelopments and investment in training facilities including a new Firehouse.
- IT improvements, roll out of laptops and upgrading station PCs.

#### **Delivery of Services:**

- CRMP development and engagement.
- Achieving response standard and focus on improving productivity.



- Improving water, wildfire and road capabilities – Prevention and Response.

## Challenges

- **Resourcing** remains a challenge, however the focus has shifted following a successful recruitment and retention programme delivered last year. The focus now is on skills development and succession planning into key roles/ranks across the service to limit impact on availability and productivity. There is also a focus on sickness, following a Service Leadership Team (SLT) deep dive earlier this year. Capacity also remains a challenge when prioritising against NFCC outcomes, Fire Standards Board work, HMICFRS and sector cultural improvement.
- **Operational Tempo** during the summer months could impact on achievement of performance measures. Climate change challenges will be factored into the revised Community Risk Profile (CRP) supporting the development of the CRMP. The operational demands during the reporting performance year (2022/23) impacted on achievement of a number of targets, though performance on Safe and Well Visits to those most vulnerable was an improvement from the previous year.
- **Legislative Changes** may impact on current priorities, Government response to the White Paper on Fire and Rescue Reform is expected before the summer recess and the introduction of Minimum Service Levels (MSL) is progressing with the service engaged with policy work to assist with modelling work and responding to major incidents. Legislative changes create a risk to key stakeholder relations, including trade union representatives.



## Progress since last quarter

- HMICFRS inspection – Self-assessment, data and document submission, through to full inspection and Hot Debrief.
- Largest increase (26%) within the performance year of the number of Safe and Well Visits to those most vulnerable in Surrey.
- 46% increase in productivity for premises surveys and firefighter risk consideration records.
- Response and frontline availability performance remains strong, reflecting efficient use of resources.
- Continue to reduce attendance to Automatic Fire Alarm (AFA) (Industrial/Commercial Premises) following the changes in policy, increasing productivity hours to deliver community and business safety activity.
- Production of Borough and Station Plans to support delivery of the Making Surrey Safer Plan.
- Community Survey led to an increase in the number of website visits and a great response from our communities with 986 responses submitted.

## Plans for next quarter

- Publication of the HMICFRS Report expected in August.
- HMICFRS Hot Debrief early headlines and improvement plan to inform priority activity.



- CRP updated to support CRMP, with staff engagement/networks continuing as proposals are developed.
- Culture improvements continue with the introduction of 'Speak Up Service' and other actions identified in London Fire Brigade (LFB) Independent Culture Review and HMICFRS Spotlight Report.
- Government response to White Paper.
- Minimum Service Level support to Home Office.
- Work within the sector on productivity and efficiency plans.
- Implementing wildfire plan with enhanced Personal Protective Equipment (PPE), training and welfare facilities.
- AFA policy changes, Phase One review and Phase Two (Industrial/Commercial with Sleeping Accommodation) Business Case development.

## **KPI overview**

### **Customer Outcomes**

4 red KPI's, 3 green, 1 target to be set.



## **Operational Efficiency**

3 green, 1 red, 1 target to be set.

## **Demand and Supply/finance**

4 green, 3 no target (count only)

## **Enablers**

3 red, 4 amber, 2 green, 1 target to be set.

## **Effectiveness**

- Improved understanding of risk.
- Focus on delivery and evaluation of Safe and Well activity (Community and Business).
- Review On-Call availability to ensure it meets response needs.
- Implementation of National Operational Guidance and live exercises to be enhanced in 2023/24.

## **Efficiency**





- Improved IT will lead to an increase in productivity, continue to deliver key systems and upgrade devices.
- Consider further commercial opportunities and evaluate collaboration outcomes.
- More needs to be done to improve estates.

## People

- Values and culture is a clear service priority.
- IT to support learning, development and recording needs improving. Training opportunities for tall buildings required.
- Positive increase the learning and development offer.
- Embedding EDI through recruitment, retention and talent management, with clear career pathways for all roles.






## Customer outcomes


Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
<b>C01:</b> Number of Safe and Well Visits completed or submitted for audit (combination of Safe and Well and Home Fire Safety Checks)	High	<b>Red</b> <b>4,014</b> <b>(Apr 22 to Mar 23)</b>	<b>=&gt;7,461</b>	<b>No change</b> 
<b>C02:</b> % of SAWVs to vulnerable people	High	<b>Green</b> <b>86%</b> <b>(Apr 22 to Mar 23)</b>	<b>=&gt; 70%</b>	<b>No change</b> 
<b>C03:</b> Safe Drive Stay Alive digital offer delivered – no. of pupils reached.	High	<b>Green</b> <b>11,107</b> <b>(Nov 22)</b>	<b>=&gt; 7,000</b>	<b>N/A</b>





<b>C04:</b> Number of Business Safe and Well Visits completed or submitted for audit	High	<b>Red</b> 1,622 (Apr 22 to Mar 23)	=> 3,282	<b>Improved</b> 
<b>C05:</b> Operational Premises Surveys and Tactical Consideration Records completed	High	<b>Green</b> 830 (Apr 22 to Mar 23)		<b>Improved</b> 
<b>C06:</b> Increase in website visits for information and advice for residents and businesses (visits to all SFRS)	High	<b>64,067</b> (Apr 22 to Mar 23)	<b>New KPI – no target set</b>	
<b>C07:</b> Response to FOI requests - % within timescale	High	<b>Red</b> 65% (Apr 22 to Feb 23)	=> 90%	<b>No change</b> 



<b>CO8: Response to complaints - % within timescale</b>	High	<b>Red 78% (Apr 22 to Feb 23)</b>	<b>=&gt; 90%</b>	<b>No change</b> 
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## Key messages and insight

### Are we keeping vulnerable adults safe?

- Increase in percentage of Safe and Well Visits to those most vulnerable in our communities.
- CRP informing risk-based approach to targeting prevention and protection activity.
- Local Borough and Station Plans support local risk targeting.

### Are we enabling people to live independent and fulfilling lives?

- One Stop Surrey to support independent living.
- Revised Safe and Well Visits to prioritise those most vulnerable and a more efficient referral process.

### What's the experience of people using our services, including complaints?

- Community Survey undertaken in preparation for the development of CRMP 986 responses.
- Complaint volume remains low but are more complex. 27 compliments received in the last 12 months. Volume and themes of complaints are in line with other services.

### Are we improving outcomes for people?



- New reporting processes to identify high risk/those most vulnerable and signpost to other agencies.
- CRP was shared with and reviewed by Leaders Forum, ensuring transparency and provided the opportunity to shape its contents.

### **What's the quality of our care and services?**

- Creation of Business Education Officers going into the community and engaging with businesses, to educate and support.

### **What's the progress or impact of key projects & programmes to improve outcomes?**

- Risk Management Database replacement to effectively identify and record risk information.
- FireWatch – Staff rostering and learning and development system upgraded to support cultural improvement, efficiency and productivity outcomes.

### **Key projects and programmes**

- Improving the effectiveness of our service delivery and measuring community outcomes. Response projects looking at increasing capability and skills in mitigating wildfire, water and road risks are underway, as are projects related to improved IT provision to support community working and increasing productivity.
- Implementing an effective risk management database, workforce system enhancements and asset management will achieve better customer outcomes.





## Forward look and next steps



- New ways of working, supported by technology – New devices going to Fire Stations, SIM cards providing agile working.
- Productivity and efficiency focus on Fire Station based activity – Change of management direction.
- Response management restructure to provide increased level of accountability and scrutiny.
- Review projects, processes and supporting KPIs following the outcomes from HMICFRS Inspection.
- Embed online Safelincs promoting partners to use it as part of decision-making.
- CRMP Development.



## Operational efficiency

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
<b>OE1:</b> % of schools with which the Service has successfully engaged	<b>High</b>	<b>59%</b> <b>(Sep 22 to Mar 23)</b>	<b>New KPI – no target set</b>	
<b>OE2:</b> Number of Safe and Well Visits completed or submitted for audit (combination of Safe and Well and Home Fire Safety Checks)	<b>High</b>	<b>Red</b> <b>4,014</b> <b>(Apr 22 to Mar 23)</b>	<b>=&gt;7,461</b>	<b>No Change</b> 
<b>OE3:</b> % of SAWVs to vulnerable people	<b>High</b>	<b>Green</b> <b>86%</b> <b>(Apr 22 to Mar 23)</b>	<b>=&gt;70%</b>	<b>No Change</b> 



<b>OE4:</b> Average time between receipt of emergency call by JFC and station end activation (assigned to station)	<b>Low to mid</b>	<b>Green</b> <b>1m 31s</b> <b>(March 23)</b>	<b>&lt; 2m</b>	<b>No Change</b> 
<b>OE5:</b> Front line appliance availability (based on average OC appliance availability)	<b>High</b>	<b>Green</b> <b>21 Day</b> <b>18 Night</b> <b>(Apr 22 to Mar 23)</b>	<b>=&gt;</b> <b>20 Day</b> <b>16 Night</b>	<b>Worsened</b> 
<b>OE6:</b> Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)	<b>High</b>	<b>64,067</b> <b>(Apr 22 to Mar 23)</b>	<b>New KPI – no target set</b>	

### Key messages and insights

#### How timely and efficient are we?

- CRMP including efficiency outcomes and measures.



### **How effective are our pathways for new contacts/referrals?**

- Working with partners to make every contact count. One Stop Surrey form.

### **How responsive are we?**

- Availability, call taking and mobilising is supported by a dynamic approach to risk modelling, ensuring right resources, in the right place, at the right time.

### **Is our workload at a level that enables good quality delivery?**

- Productivity planning in place, SMART targets set on quality of delivery over quantity, targeted to those in need.
- Recruitment and Retention project set out workforce planning objectives and reporting to ensure we can maximise capacity. Skills mix being improved.

### **How well are we exploring opportunities for digital transformation?**

- Asset Strategy in place, focus on data insight, bringing teams together.
- Prevent and Protect, Telematics and Asset Management Systems. Chatbot in Joint Fire Control

### **Key projects and programmes**

- Updated Borough and Station Plans focus on efficiency and productivity of community outcomes.








- Delivery of On-Call project - Improvements resulting in improved availability and morale. Improved leadership and engagement – introduction of dedicated On-Call management team.
- Enhancing efficiency through the provision of fit for purpose assets – Projects include IT upgrades, fire appliance replacements and property renovations and rebuilds.

## **Forward look and next steps**


- Improvements to partner agency referral processes, targeting those that need our services.
- Data transparency, bring staff information and data teams together.
- CRP work and accessibility.
- System and devices – Upgrades and new systems implemented.
- Delivery of On-Call workstreams, i.e. flexible mobilising and county crewing (breaking down barriers to availability based on location).



## Demand and supply/Finance

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
<b>DS01:</b> Average time of first appliance to critical incidents	<b>Low</b>	<b>Green</b> 7m 29s (Apr 22 to Mar 23)	<b>=&lt;10m</b>	<b>No Change</b> 
<b>DS02:</b> Average time of second appliance to critical incidents where applicable	<b>Low</b>	<b>Green</b> 12m 14s (Apr 22 to Mar 23)	<b>=&lt;15m</b>	<b>No Change</b> 
<b>DS03:</b> Average time of response to other emergencies	<b>Low</b>	<b>Green</b> 8m 7s (Apr 22 to Mar 23)	<b>=&lt;16m</b>	<b>No Change</b> 



<b>DS04:</b> Front line appliance availability (based on average OC appliance availability)	<b>High</b>	<b>21 Day 18 Night</b> (Apr 22 to Mar 23)	<b>=&gt;</b> <b>20 Day 16 Night</b>	<b>No Change</b> 
<b>DS05:</b> No of Fire incidents	<b>Low</b>	<b>2,395</b> (Apr 22 to Mar 23)	<b>Count only</b>	
<b>DS06:</b> No of Special Service incidents	<b>Low</b>	<b>3,827</b> (Apr 22 to Mar 23)	<b>Count only</b>	
<b>DS07:</b> No of fire false alarms	<b>Low</b>	<b>4,615</b> (Apr 22 to Mar 23)	<b>Count only</b>	



## Key messages and insights

### How well are we reducing avoidable demand?

- Reduction in AFAs through policy change.
- Working with business owners to educate and support, so audits and formal action are ideally not necessary.

### How well are we managing our supply costs?

- Delivery of Internal Audit Action Plan on Contract Management.
- Improved governance arrangements in place to monitor costs and future plans.

### What are the key drivers of unplanned costs?

- Operational tempo during the summer period.
- Contingency arrangements to respond to risk of industrial action.
- HMICFRS outcomes may lead to unplanned costs.
- Pay negotiation outcomes and pension changes.



### **How effective is our prevention/protection work at reducing response activity?**

- Low numbers of fire incidents, special services and false alarms through increased prevention and protection activity.

### **What's the progress or impact of key projects & programmes to improve efficiency?**

- Enhancing efficiency through the provision of fit for purpose assets – Projects include IT upgrades, fire appliance replacements and property renovations and rebuilds.

### **Key projects and programmes**


- Introduction of Business Safe and Well Visits.
- Reducing the impact of AFAs through policy changes.
- Changes to standby policy to reduce unnecessary movement across the county.
- Recruitment and Retention Project.
- Wildfire Project – Training, PPE and welfare.





## Forward look and next steps

- Further reduce the impact of AFAs – Evaluate Phase One and develop Phase Two reviewing Industrial/Commercial with Sleeping Accommodation.
- Data intelligence, delivery of Data Management Fire Standard and framework to have open and transparent data.
- Logistics compliance review to influence future operating model and system requirements.
- Finalise extended and combined capital programme and procurement plan monitoring through internal governance.




## Enablers

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
E01: Frontline appliance availability (based on average OC appliance availability)	High	Green 21 Day 18 Night (Apr 22 to Mar 23)	=> 20 Day 16 Night	No Change 






<b>E02:</b> Actual staff establishment versus budget	<b>Matched</b>	<b>Amber 95% (Mar 23)</b>	<b>100%</b>	<b>No Change</b> 
<b>E03:</b> % of voluntary staff turnover	<b>Low</b>	<b>N/A</b>		
<b>E04:</b> % of staff hired from underrepresented groups: <ul style="list-style-type: none"> <li>• 17-35 age:</li> <li>• BAME</li> <li>• Disabled</li> <li>• Female</li> <li>• G/L/Bi</li> </ul>	<b>Near County profile</b>	<b>Amber 3 out of 5 of the protected characteristics are under-represented in recruits (Apr 22 to Mar 23)</b>	<b>0 out of 5 under- represented</b>	<b>No Change</b> 



<b>E05:</b> Days/shifts lost to sickness absence – Year to date	<b>Low</b>	<b>Red</b> 14.1 (Apr 22 to Mar 23)	<b>=&lt;6.5</b>	<b>No Change</b> 
<b>E06:</b> Days lost to sickness absence – 12 month rolling year	<b>Low</b>	<b>14.1</b> (Apr 22 to Mar 23)	<b>=&lt;6.5</b>	<b>Worsened</b> 
<b>E07:</b> Near-misses as a % of all workplace incidents	<b>High</b>	<b>76%</b> (Apr 22 to Mar 23)	<b>New KPI – no target set</b>	
<b>E08:</b> Days lost to injury	<b>Low</b>	<b>Amber</b> 197 (Apr 22 to Mar 23)	<b>=&lt;184</b>	<b>Improved</b> 





<b>E09:</b> Fitness assessments in date	<b>High</b>	<b>Amber</b> 96% (Mar 23)	<b>100%</b>	<b>No Change</b> 
<b>E10:</b> 3 yearly medical assessments in date	<b>High</b>	<b>Amber</b> 89% (Jan 22 to Dec 22)	<b>100%</b>	<b>Worsened</b> 
<b>E11:</b> 8 core competencies in date	<b>High</b>	<b>Green</b> 8 out of 8 achieved target (Mar 23)	<b>=&gt;95%</b>	<b>Improved</b> 

### Key messages and insights

**What are our key workforce challenges? Are our plans having a positive effect?**

- Recruitment and Retention Project with a focus now on skills mix (Crew Commanders and Drivers).



- We are embedding the current process and working to increase the qualitative/quantitative return of performance conversations.
- Robust absence management supported by appropriate training and management restructure to improve accountability and scrutiny. Reduction overall in Long-Term Sick and Non-Operational cases.

### **What are our key recruitment challenges? Are our plans having a positive effect?**

- Diverse workforce representing the communities we serve. Recruitment processes being reviewed and continuous engagement with underrepresented groups.

### **What practices need to improve?**

- A Talent Management Framework has been developed, now embedding through engagement.
- A EDI Team are in post and will focus on improving engagement, including the implementation of the outputs of the Asian Fire Service Association (AFSA) audit and recommendations from associated culture reports.

### **Key projects and programmes**

- Case management review – Introduced a new case support process/meeting.
- Collaboration – Reviewing outcomes from Occupational Health provision.



- EDI and CRMP engagement lead – Working with EDI Lead. New EDI Strategy.
- Robust governance for workforce planning, supported by a new dashboard.
- Workforce of the Future Project.
- Further development of talent management, succession planning and critical roles.
- Trade Union negotiation – Scope of work.
- Cultural Review Action Plan.

## **Forward look and next steps**

- Evaluation of exit interviews to inform future thinking.
- Gap analysis of HMICFRS Spotlight Report and others – Informing workforce plans.
- Disclosure and Barring Service (DBS) Project.
- Launch of Speak Up Service.
- Fire Standards – Leading the Service and Leading People development.
- Microlink Rollout – Workplace solution focusing on reasonable adjustments.





## Data Appendix – Customer Outcomes and Operational Efficiency

Ref	KPI	Q4 21/22	Q1 22/23	Q2 22/23	Q3 2022/23	Q4 2022/23
CO1	Number of Safe and Well Visits completed or submitted for audit	3,981 (Apr 21 to Mar 22)	954 (Apr 22 to Jun 22)	1,827 (Apr 22 to Sep 22)	2,956 (Apr 22 to Dec 22)	4,014 (Apr 22 to Mar 23)
CO2	% of SAWVs to vulnerable people	81% (Apr 21 to Mar 22)	84% (Apr 22 to Jun 22)	84% (Apr 22 to Sep 22)	86% (Apr 22 to Dec 22)	86% (Apr 22 to Mar 23)
CO3	Safe Drive Stay Alive digital offer delivered – no of pupils reached	14,000 (Nov 21)	N/A	N/A	11,107 (Nov 22)	11,107 (Nov 22)
CO4	Number of Business Safe and Well Visits completed or submitted for audit	2,665 (Apr 21 to Mar 22)	415 (Apr 22 to Jun 22)	924 (Apr 22 to Sep 22)	1,302 (Apr 22 to Dec 22)	1,622 (Apr 22 to Mar 23)
CO5	Operational Premises Surveys and Tactical Consideration Records completed	648 (Apr 21 to Mar 22)	109 (Apr 22 to Jun 22)	236 (Apr 22 to Sep 22)	443 (Apr 22 to Dec 22)	830 (Apr 22 to Mar 23)
CO6	Response to FOI requests - % within timescale	67% (Apr 21 to Mar 22)	100% (Apr 22 to May 22)	76% (Apr 22 to Aug 22)	67% (Apr 22 to Dec 22)	65% (Apr 22 to Feb 23)
CO7	Response to complaints - % within timescale	95% (Apr 21 to Mar 22)	100% (Apr 22 to May 22)	100% (Apr 22 to Aug 22)	80% (Apr 22 Dec 22)	78% (Apr 22 to Feb 23)
CO8	Increase in website visits for information and advice for residents and businesses	Not measured	N/A	45,132 (Apr 22 to Sep 22)	52,239 (Apr 22 to Dec 22)	64,067 (Apr 22 to Mar 23)



OE1	% of schools with which the Service has successfully engaged	<b>56%</b> (Sep 21 to Mar 22)	N/A	N/A	<b>43%</b> (Sep 22 to Dec 22)	<b>59%</b> (Sep 22 to Mar 23)
OE4	Average time between receipt of emergency call by JFC and station end activation	<b>1m 44s</b> (Dec 22)	<b>1m 37s</b> (Jun 22)	<b>1m 45s</b> (Sep 22)	<b>1m 32s</b> (Dec 22)	<b>1m 31s</b> (Mar 23)
OE5	Frontline appliance availability	<b>20 Day 21 Night</b> (Apr 22 to Dec 22)	<b>21 Day 21 Night</b> (Apr 22 to Jun 22)	<b>21 Day 19 Night</b> (Apr 22 to Sep 22)	<b>20 Day 18 Night</b> (Apr 22 to Dec 22)	<b>21 Day 18 Night</b> (Apr 22 to Mar 23)

\* CO3 by digital delivery only so not comparable

## Data Appendix – Demand and Supply

Ref	KPI	Q4 21/22	Q1 22/23	Q2 22/23	Q3 2022/23	Q4 2022/23
DS1	Average time of first appliance to critical incidents	<b>7m 13s</b> (Apr 21 to Mar 22)	<b>7m 5s</b> (Apr 22 to Jun 22)	<b>7m 35s</b> (Apr 22 to Sep 22)	<b>7m 32s</b> (Apr 22 to Dec 22)	<b>7m 29s</b> (Apr 22 to Mar 23)
DS2	Average time of second appliance to critical incidents where applicable	<b>12m 9s</b> (Apr 21 to Mar 21)	<b>11m 48s</b> (Apr 22 to Jun 22)	<b>12m 33s</b> (Apr 22 to Sep 22)	<b>12m 19s</b> (Apr 22 to Dec 22)	<b>12m 14s</b> (Apr 22 to Mar 23)
DS3	Average time of response to other emergencies	<b>7m 42s</b> (Apr 22 to Jun 22)	<b>7m 46s</b> (Apr 22 to Jun 22)	<b>8m 24s</b> (Apr 22 to Sep 22)	<b>8m 16s</b> (Apr 22 to Dec 22)	<b>8m 7s</b> (Apr 22 to Mar 23)
DS5	Number of fire incidents	<b>2,074</b> (Apr 21 to Mar 22)	<b>674</b> (Apr 22 to Jun 22)	<b>1,630</b> (Apr 22 to Sep 22)	<b>2,026</b> (Apr 22 to Dec 22)	<b>2,395</b> (Apr 22 to Mar 23)



DS6	Number of Special Service incidents	<b>3,744</b> (Apr 21 to Mar 22)	<b>878</b> (Apr 22 to Jun 22)	<b>1,799</b> (Apr 22 to Sep 22)	<b>2,963</b> (Apr 22 to Dec 22)	<b>3,827</b> (Apr 22 to Mar 23)
DS7	Number of Automatic False Alarms	<b>4,811</b> (Apr 21 to Mar 22)	<b>1,166</b> (Apr 22 to Jun 22)	<b>2,686</b> (Apr 22 to Sep 22)	<b>3,719</b> (Apr 22 to Dec 22)	<b>4,615</b> (Apr 22 to Mar 23)

## Data Appendix – Enablers

Ref	KPI	Q4 21/22	Q1 22/23	Q2 22/23	Q3 2022/23	Q4 2022/23
E2	Actual staff establishment versus budget	<b>93%</b> (Mar 22)	<b>92%</b> (Jun 22)	<b>93%</b> (Sep 22)	<b>94%</b> (Dec 22)	<b>95%</b> (Mar 23)
E3	% of staff hired from underrepresented groups <ul style="list-style-type: none"> <li>• 17-35 age</li> <li>• BAME</li> <li>• Disabled</li> <li>• Female</li> <li>• G/L/Bi</li> </ul>	<b>3 out of 5 of the protected characteristics are under-represented in recruits</b> (Apr 21 to Mar 22)	<b>3 out of 5 of the protected characteristics are under-represented in recruits</b> (Apr 22 to Jun 22)	<b>3 out of 5 of the protected characteristics are under-represented in recruits</b> (Apr 22 to Sep 22)	<b>3 out of 5 of the protected characteristics are under-represented in recruits</b> (Apr 22 to Dec 22)	<b>3 out of 5 of the protected characteristics are under-represented in recruits</b> (Apr 22 to Mar 23)
E4	Days/shifts lost to sickness absence - Year to date	<b>10.2</b> (Apr 22 to Mar 22 )	<b>3.2</b> (Apr 22 to Jun 22 )	<b>7.1</b> (Apr 22 to Sep 22 )	<b>10.4</b> (Apr 22 to Dec 22 )	<b>14.1</b> (Apr 22 to Mar 23)
E5	Days lost to sickness absence – 12 month rolling year	<b>10.2</b> (Apr 21 to Mar 22)	<b>10.5</b> (Jul 21 to Jun 22)	<b>11.8</b> (Oct 21 to Sep 22)	<b>12.2</b> (Jan 22 to Dec 22)	<b>14.1</b> (Apr 22 to Mar 23)
E6	Near-misses as a % of all workplace incidents	<b>49%</b> (Apr 21 to Mar 22)	<b>64%</b> (Apr 22 to Jun 22)	<b>69%</b> (Apr 22 to Sep 22)	<b>74%</b> (Apr 22 to Dec 22)	<b>76%</b> (Apr 22 to Mar 23)
E7	Days lost to injury	<b>36</b> (Apr 22 to Mar 23)	<b>52</b> (Apr 22 to Jun 22)	<b>184</b> (Apr 22 to Sep 22)	<b>197</b> (Apr 22 to Dec 22)	<b>197</b> (Apr 22 to Mar 23)
E8	Fitness assessments in date	<b>97%</b> (Mar 22)	<b>96%</b> (Jun 22)	<b>96%</b> (Sep 22)	<b>97%</b> (Dec 22)	<b>96%</b> (Mar 23)



E9	3 yearly medical assessments in date	93%(Jan 21 to Dec 21)				89%(Jan 22 to Dec 22)
E10	8 core competencies in date	6 out of 8 achieved target (Mar 22)	3 out of 8 achieved target (Jun 22)	4 out of 8 achieved target (Sep 22)	7 out of 8 achieved target (Dec 22)	8 out of 8 achieved target (Mar 23)