



Appendix 5 Surrey

Fire and Rescue Service Performance Report Q2 2023 Summary Dashboard

KPI overview

12 of the 26 KPIs with targets set are green, 6 are amber and 8 are red. The 12 green indicators highlight a continued focus on:

- Vulnerable Communities – High percentage of Safe and Well Visits (SAWV) to vulnerable people.
- Well trained staff to respond to the needs of our communities – 100% of core competencies in date and low levels of days lost to injury.
- Responding to Emergencies – High performance from 999 call taking, appliance availability, through to responding to incidents.



Customer outcomes

Performance Indicator	Good to be	Latest result	Target	Change from previous result
C01: Number of Safe and Well Visits completed or submitted for audit (combination of Safe and Well and Home Fire Safety Checks)	High	2,725 (Apr 23 to Sep 23)	=>3,555	No change 
C02: % of SAWVs to vulnerable people	High	85% (Apr 23 to Sep 23)	=> 70%	No change 
C04: Number of Business Safe and Well Visits completed or submitted for audit	High	711 (Apr 23 to Sep 23)	=> 620	No change 



Performance Indicator	Good to be	Latest result	Target	Change from previous result
CO8: Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)	High	21,230 (Apr 23 to Sep 23)	Increase on 22/23 total of 64,067	Improved 
CO9: Response to FOI requests - % within timescale	High	88% (Apr 23 to Aug 23)	=> 90%	Improved 
CO10: Response to complaints - % within timescale	High	83% (Apr 23 to Sep 23)	=> 90%	No change 



Key messages and insight

Are we keeping vulnerable adults safe?

- Continuing high percentage of Safe and Well Visits to those most vulnerable.
- Introduction of District and Borough (D&B) specific One Stop Surrey forms which directs support according to risk and services available.
- Installing Carbon Monoxide alarms to protect those at risk.

Are we enabling people to live independent and fulfilling lives?

- One Stop Surrey continues to direct people to additional services to help with independent living.
- Exploring health interventions with NHS and Integrated Care Board to support hospital discharge for vulnerable people.

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

- Community Survey undertaken in preparation for the development of CRMP, 986 responses.



Are we improving outcomes for people?

- Development of Persons at Risk Referral Form with Adult Social Care (ASC) to enhance multi-agency referral process and make it more directed to risk.
- Community Risk Profile (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?

- Additional Safeguarding Officers trained to deliver services at the frontline.
- SFRS provides domestic abuse support and response 24/7 as part of the SCC delivery model.

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

- Risk Management Database (Prevent and Protect) 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

- Evaluation framework in place for prevention activities and being enhanced for all activities.
- 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.
- Review projects, processes and supporting KPIs following the outcomes from HMICFRS Inspection.
- Safelincs providing guidance for all persons and referring those at risk to SFRS.
- CRMP Development.



Operational efficiency

Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
OE1: % of schools with which the Service has successfully engaged	High	61% (Sep 22 to July 23)	New KPI – no target set	→
OE2: Number of Safe and Well Visits completed or submitted for audit (combination of Safe and Well and Home Fire Safety Checks)	High	2,725 (Apr 23 to Sep 23)	=>3,555	→
OE3: % of SAWVs to vulnerable people	High	85% (Apr 23 to Sep 23)	=>70%	→



Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
OE4: Average time between receipt of emergency call by JFC and station end activation (assigned to station)	Low to mid	1m 34s (Sep 23)	< 2m	
OE5: Front line appliance (fire engine) availability (based on average On-Call appliance availability)	High	21 Day 18 Night (Apr 23 to Sep 23)	=> 20 Day 16 Night	
OE6: Increase in website visits for information and advice for residents and businesses (visits to all SFRS pages)	High	21,230 (Apr 23 to Sep 23)	Increase on 22/23 total of 64,067	
OE7: Operational Premises Surveys and Tactical Consideration Records completed.	High	324 (Apr 23 to Sep 23)	=> 379	



Key messages and insights

How timely and efficient are we?

- CRMP including efficiency outcomes and measures.
- Workforce number improvements have led to positive response times and availability at a 3-year performance high.

How effective are our pathways for new contacts/referrals?

- ASC relationships from strategic to local delivery, including D&B teams, are improving.
- Working with outreach providers to support domestic abuse survivors and their families such as delivering family days.

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?

- Clear and consistent Borough/Station targets developed, there is a clear focus on improving productivity whilst maintaining targeted activity towards our most vulnerable residents 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

- Further developing relationships with health providers (NHS).
- Data transparency, bring remaining staff information and data teams together.
- CRP work and accessibility.
- Fire Station laptops – 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
DS01: Average time of first appliance to critical incidents	Low	7m 29s (Apr 23 to Sep 23)	=<10m	No Change 
DS02: Average time of second appliance to critical incidents where applicable	Low	12m 17s (Apr 23 to Sep 23)	=<15m	No Change 
DS03: Average time of response to other emergencies	Low	7m 47s (Apr 23 to Sep 23)	=<16m	No Change 



Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
DS04: Front line appliance availability (based on average OC appliance availability)	High	21 Day 18 Night (Apr 23 to Sep 23)	=> 20 Day 16 Night	No Change 
DS05: Number of Fire incidents	Low	1,162 (Apr 23 to Sep 23)	Count only	
DS06: Number of Special Service incidents	Low	1,801 (Apr 23 to Sep 23)	Count only	
DS07: Number of fire false alarms	Low	2,205 (Apr 23 to Sep 23)	Count only	



Key messages and insights

How well are we reducing avoidable demand?

- Significant reduction in attendance at AFAs (Industrial/Commercial Premises – Non-Sleeping) through policy changes which saw a drop from a monthly average of 87 such incidents attended in the six months prior to the policy change down to 2 in the six months following.
- Working with business owners to educate and support with new post-Grenfell legislation.
- Increased support on-line for business owners, e.g., reporting form for fire safety defects.

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

- Reducing the impact of AFAs through further policy changes.
- Supporting introduction of new fire safety legislation
- Changes to standby policy to reduce unnecessary movement across the county.



- Recruitment and Retention Project.
- Wildfire Project – Training, PPE and welfare.
- Road Traffic Collision Project and Peer review, aims to reduce incident numbers/severity.

Forward look and next steps

- Further reduce the impact of Automatic Fire Alarm (AFA) (Industrial/Commercial Premises – 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	21 Day 18 Night (Apr 23 to Sep 23)	=> 20 Day 16 Night	
E02: Actual staff establishment versus budget	Matched	93% (Sep 23)	100%	
E04: % of staff hired from underrepresented groups: <ul style="list-style-type: none"> • 17-35 age: • BAME • Disabled • Female • G/L/Bi 	Near County profile	4 out of 5 of the protected characteristics are under-represented in recruits (Apr 23 to Sep 23)	0 out of 5 under-represented	



Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
E05: Days/shifts lost to sickness absence – Year to date	Low	5.96 (Apr 23 to Sep 23)	=<6.5	
E06: Days lost to sickness absence – 12 month rolling year	Low	12.9 (Oct 22 to Sep 23)	=<6.5	
E07: Near-misses as a % of all workplace incidents	High	73% (Apr 23 to Sep 23)	>76%	
E08: Days lost to injury	Low	55 (Apr 23 to Sep 23)	=<197	



Performance Indicator	Good to be	Latest result	Latest target	Change from previous result
E09: Fitness assessments in date	High	98% (Apr 23 to Sep 23)	100%	↑
E10: 3 yearly medical assessments in date	High	87% (Jan 23 to Sep 23)	100%	↑
E11: 8 core competencies in date	High	8 out of 8 achieved target (Sep 23)	=>95%	↑



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).
- Working to improve the qualitative/quantitative return of performance conversations and providing training for managers. Communications plan in place.
- Robust absence management supported by appropriate training and management restructure to improve accountability and scrutiny. Reduction overall in Long-Term Sick and Non-Operational Duties cases.
- Retention, recruitment and sickness absence within the occupational health team led to a reduction in those attending 3-yearly medicals.
- L&D re-structure is increasing the number of instructors to achieve core competencies.

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.



- An 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.
- Positive action activities have taken place at Fire Stations over the last 2 months to encourage women into the service. #surreyfirefit initiative cascading to other Fire Stations.
- Workforce of the Future Project being scoped.
- Further development of talent management, succession planning and critical roles.
- Trade Union negotiation – Scope of work completed. Communication to the workforce in November.
- Cultural Review Action Plan.

Forward look and next steps

- Gap analysis of HMICFRS Values and Culture Spotlight Report and others – Informing workforce plans.
- Disclosure Barring Service (DBS) Project.



- Launch of 'Speak Up' Service.
- Fire Standards – Leading the Service and Leading and Developing People development.
- Microlink Rollout – Workplace solution focusing on reasonable adjustments.



Additional performance information

Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Benchmark
CO1	Number of Safe and Well Visits completed or submitted for audit	1,827 (Apr 22 to Sep 22)	2,956 (Apr 22 to Dec 22)	4,014 (Apr 22 to Mar 23)	1,311 (Apr 23 to Jun 23)	2,725 (Apr 23 to Sep 23)	Currently targeting 426 per month. England average is 507 (Home Office Fire Stats 21/22)
CO2	% of SAWVs to vulnerable people	84% (Apr 22 to Sep 22)	86% (Apr 22 to Dec 22)	86% (Apr 22 to Mar 23)	86% (Apr 23 to Jun 23)	85% (Apr 23 to Sep 23)	No direct comparison as local definition of vulnerable. However, against national definition England average is 39% and Surrey is 42% (HO Fire Stats 21/22)
CO4	Number of Business Safe and Well Visits completed or submitted for audit	924 (Apr 22 to Sep 22)	1,302 (Apr 22 to Dec 22)	1,622 (Apr 22 to Mar 23)	377 (Apr 23 to Jun 23)	711 (Apr 23 to Sep 23)	Not comparable as other FRSs do not provide this service
CO6	Response to FOI requests - % within timescale	76% (Apr 22 to Aug 22)	67% (Apr 22 to Dec 22)	65% (Apr 22 to Feb 23)	82% (Apr 23 to May 23)	83% (Apr 23 to Sep 23)	At Surrey CC 91% had a response within timescale (SCC FOI database 22/23)
CO7	Response to complaints - % within timescale	100% (Apr 22 to Aug 22)	80% (Apr 22 Dec 22)	78% (Apr 22 to Feb 23)	80% (Apr 23 to Jun 23)	83% (Apr 23 to Sep 23)	At Surrey CC 63% of stage 1 complaints had a response within timescale (Customer Relations Snapshot 22/23)
CO8	Increase in website visits for information and advice for residents and businesses	45,132 (Apr 22 to Sep 22)	52,239 (Apr 22 to Dec 22)	64,067 (Apr 22 to Mar 23)	9,539 (Apr 23 to Jun 23)	21,230 (Apr 23 to Sep 23)	Not comparable
OE1	% of schools with which the Service has successfully engaged	N/A	43% (Sep 22 to Dec 22)	59% (Sep 22 to Mar 23)	59% (Sep 22 to Mar 23)	61% (Sep 22 to July 23)	Not comparable



Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Benchmark
OE4	Average time between receipt of emergency call by JFC and station end activation	1m 45s (Sep 22)	1m 32s (Dec 22)	1m 31s (Mar 23)	1m 37s (Jun 23)	1m 34s (Sep 23)	The England average call handling time for dwelling fires was 1m 12s (HO Fire Stats 21/22). This is not directly comparable as the Surrey measure includes all 'Critical' and 'Other Emergency' mobilisations.
OE5	Frontline appliance (fire engine) availability	21 Day 19 Night (Apr 22 to Sep 22)	20 Day 18 Night (Apr 22 to Dec 22)	21 Day 18 Night (Apr 22 to Mar 23)	22 Day 19 Night (Apr 23 to Jun 23)	21 Day 18 Night (Apr 23 to Sep23)	No direct comparison available.
OE7	Operational Premises Surveys and Tactical Consideration Records completed	236 (Apr 22 to Sep 22)	443 (Apr 22 to Dec 22)	830 (Apr 22 to Mar 23)	153 (Apr 23 to Jun 23)	324 (Apr 23 to Sep 23)	Currently targeting 63 per month, England average is 60 (HMICFRS Data Analysis 21/22)
NEW	Number of Business Safety Audits (short and standard) completed	457 (Apr 22 to Sep 22)	677 (Apr 22 to Dec 22)	967 (Apr 22 to Mar 23)	273 (Apr 23 to Jun 23)	557 (Apr 23 to Sep 23)	Not comparable



Additional performance information

Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Benchmark
DS1	Average time of first appliance to critical incidents	7m 35s (Apr 22 to Sep 22)	7m 32s (Apr 22 to Dec 22)	7m 29s (Apr 22 to Mar 23)	7m 10s (Apr 23 to Jun 23)	7m 28s (Apr 23 to Sep 23)	The England response time (turnout plus drive time) for dwelling fires was 6m 39s (HO Fire Stats 21/22). Note – response standards are set by individual services, there is no sector standard.
DS2	Average time of second appliance to critical incidents where applicable	12m 33s (Apr 22 to Sep 22)	12m 19s (Apr 22 to Dec 22)	12m 14s (Apr 22 to Mar 23)	12m 38s (Apr 23 to Jun 23)	12m 16s (Apr 23 to Sep 23)	Not comparable
DS3	Average time of response to other emergencies	8m 24s (Apr 22 to Sep 22)	8m 16s (Apr 22 to Dec 22)	8m 7s (Apr 22 to Mar 23)	7m 37s (Apr 23 to Jun 23)	7m 47s (Apr 23 to Sep 23)	Not comparable
DS5	Number of fire incidents	1,630 (Apr 22 to Sep 22)	2,026 (Apr 22 to Dec 22)	2,395 (Apr 22 to Mar 23)	628 (Apr 23 to Jun 23)	1,162 (Apr 23 to Sep 23)	England average of 11,014 per million people and Surrey average of 9,126 (HO Fire Stats 22/23)
DS6	Number of Special Service incidents	1,799 (Apr 22 to Sep 22)	2,963 (Apr 22 to Dec 22)	3,827 (Apr 22 to Mar 23)	881 (Apr 23 to Jun 23)	1,801 (Apr 23 to Sep 23)	England average of 3,524 per million people and Surrey average of 3,247 (HO Fire Stats 22/23)
DS7	Number of Automatic False Alarms	2,686 (Apr 22 to Sep 22)	3,719 (Apr 22 to Dec 22)	4,615 (Apr 22 to Mar 23)	998 (Apr 23 to Jun 23)	2,205 (Apr 23 to Sep 23)	England average of 2,966 per million people and Surrey average of 2,651 (HO Fire Stats 22/23)



Data Appendix – Enablers

Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 22/23	Q2 23/24	Benchmark
E2	Actual staff establishment versus budget	93% (Sep 22)	94% (Dec 22)	95% (Mar 23)	92% (Jun 23)	93% (Sep 23)	Not comparable
E4	% of joiners hired from underrepresented groups: <ul style="list-style-type: none"> • 17-35 age • PEMB • Disabled • Female • L/G/B/T/Q+ 	3 out of 5 of the protected characteristics are under-represented in recruits (Apr 22 to Sep 22)	3 out of 5 of the protected characteristics are under-represented in recruits (Apr 22 to Dec 22)	3 out of 5 of the protected characteristics are under-represented in recruits (Apr 22 to Mar 23)	4 out of 5 of the protected characteristics are under-represented in recruits (Apr 22 to Mar 23)	4 out of 5 of the protected characteristics are under-represented in recruits (Apr 22 to Sep 23)	Joiners as % of all joiners: <ul style="list-style-type: none"> • Age group 16-35: England 34% and Surrey 35% • Ethnic minority: England 14% and Surrey 9% • Women: England 25% and Surrey 29% • Disabled and Sexuality comparisons not available (HO Fire Stats 21/22) Apr 23 – Sept '23 <ul style="list-style-type: none"> • 17-35 = 54% • EM = 2% • Disability = 0% • Female = 27% • LGBTQ+ = 0%
E5	Days/shifts lost to sickness absence – Year to date	7.1 (Apr 22 to Sep 22)	10.4 (Apr 22 to Dec 22)	14.1 (Apr 22 to Mar 23)	2.92 (Apr 23 to Jun 23)	5.96 (Apr 23 to Sep 23)	Whole service comparison not available, but comparison minus on call staff: England average was 9.4, and Surrey 12.4 (Cleveland NHR 22/23)
E6	Days lost to sickness absence – 12 month rolling year	11.8 (Oct 21 to Sep 22)	12.2 (Jan 22 to Dec 22)	14.1 (Apr 22 to Mar 23)	16.3 (Jul 22 to Jun 23)	12.9 (Oct 22 to Sep 23)	See above



Ref	KPI	Q2 22/23	Q3 22/23	Q4 22/23	Q1 22/23	Q2 23/24	Benchmark
E7	Near-misses as a % of all workplace incidents	69% (Apr 22 to Sep 22)	74% (Apr 22 to Dec 22)	76% (Apr 22 to Mar 23)	74% (Apr 23 to Jun 23)	73% (Apr 23 to Sep 23)	There is no direct benchmark. The Inspectorate provide benchmarking on RIDDOR injuries per 100 FTE. In 2021/22 Surrey was around the mid-point.
E8	Days lost to injury	184 (Apr 22 to Sep 22)	197 (Apr 22 to Dec 22)	197 (Apr 22 to Mar 23)	9 (Apr 23 to Jun 23)	55 (Apr 23 to Sep 23)	See above
E9	Fitness assessments in date	96% (Sep 22)	97% (Dec 22)	96% (Mar 23)	96% (Mar 23)	96% (Sep 23)	Surrey was in the second-best quartile for fitness tests completed (HMICFRS Data Analysis 21/22)
E10	3 yearly medical assessments in date – attendances as % of those due	84% (Jan 20 to Jun 20)	93% (Jan 21 to Dec 21)	89% (Jan 22 to Dec 22)	84% (Jan 23 to Jun 23)	87% (Jan 23 to Sep 23)	Not comparable
E11	8 core competencies in date	4 out of 8 achieved target (Sep 22)	7 out of 8 achieved target (Dec 22)	8 out of 8 achieved target (Mar 23)	8 out of 8 achieved target (Jun 23)	8 out of 8 achieved target (Sep 23)	Not comparable

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