

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 15 March 2018 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

IF YOU HAVE ANY QUERIES REGARDING THE AGENDA PAPERS OR REQUIRE ANY FURTHER INFORMATION PLEASE INITIALLY CONTACT DIANE BROOKS ON TELEPHONE NUMBER PRESTON (01772) 866720 AND SHE WILL BE PLEASED TO ASSIST.

AGENDA

PART 1 (open to press and public)

Chairman's Announcement – Openness of Local Government Bodies Regulations 2014

Any persons present at the meeting may photograph, film or record the proceedings, during the public part of the agenda. Any member of the press and public who objects to being photographed, filmed or recorded should let it be known to the Chairman who will then instruct that those persons are not photographed, filmed or recorded.

1. APOLOGIES FOR ABSENCE

2. DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

Members are asked to consider any pecuniary/non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3. MINUTES OF PREVIOUS MEETING (Pages 1 - 14)

4. PERFORMANCE MANAGEMENT INFORMATION (Pages 15 - 52)

5. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 7 June 2018 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 13 September 2018 and 29 November 2018.

6. URGENT BUSINESS

An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any member's intention to raise a matter under this heading.

7. EXCLUSION OF PRESS AND PUBLIC

The Authority is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, they consider that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.

Agenda Item 3

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 30 November 2017, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

S Holgate (Chairman)
L Beavers
P Britcliffe
S Clarke
F De Molfetta (for M Khan)
M Perks
Z Khan
D Smith
M Tomlinson

In accordance with the resolution of the predecessor Performance Review Committee at its inaugural meeting on the 30th July 2004 (Minute No. 1/04 refers), representatives of the LFRS, the Unions and Audit had been invited to attend all Performance Committee meetings to participate in discussion and debate.

Officers

J Johnston, Deputy Chief Fire Officer (LFRS)
D Russel, Assistant Chief Fire Officer (LFRS)
S Morgan, Area Manager Head of Service Delivery (East)
J Keighley, Assistant Member Services Officer (LFRS)

In attendance

K Wilkie, Fire Brigades Union

10/17 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor D Stansfield and Councillor M Khan.

11/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

12/17 MINUTES OF PREVIOUS MEETING

The Chairman, CC Holgate expressed his appreciation and thanked everyone for their hard work which included good scrutiny being undertaken during challenging times.

RESOLVED: - That the Minutes of the last meeting held on the 14 September 2017 be confirmed as a correct record and signed by the Chairman.

13/17 IMPROVING AND STRENGTHENING OUR RETAINED SERVICE

The Assistant Chief Fire Officer had advised at recent previous Performance Committee meetings it would be helpful for Members to be updated on the action the Service had taken to improve and continue to build on its current strong position regarding retained pump availability across Lancashire.

The Assistant Chief Fire Officer then welcomed Station Manager Mick Strickland, Retained Support Manager who currently led the team of 7 Retained Support Officers (RSO's) and Mick Dawson, Station Manager from Fylde District.

Station Manager Strickland presented Members with a detailed update on the current establishment which is currently operating at 80% of its overall allocated hours. Currently there were 94 wholetime staff providing dual contract roles which brings together shared skills and experience that could bridge the gap between the two duty systems.

He explained that the role of the RSO's went live in May 2017 following investment from the Fire Authority. The RSO's worked from a base station to maintain operational skills and to build relationships between wholetime and RDS which would promote and build on working together.

The responsibilities of the Retained Support Officer were:-

- Co-ordinate, plan and deliver training;
- Co-ordinate and strengthen links between duty systems;
- Liaise with Unit Managers, Service Delivery Managers, Training and Operational Review and Corporate Communications;
- Provide Operational Cover when necessary;
- Lead, manage, coach and support operational incidents;
- Flexible working pattern.

The role supported RDS units throughout recruitment and employer engagements by contacting potential new employers and with the help of the Corporate Communications team information packs were currently being developed.

SM Dawson then provided an update on the RDS recruitment drive which included a short news broadcast production video which Members had the opportunity to view. He then summarised the number of successful number of applicants who had completed the retained recruits course which commenced in November 2017.

It was also noted that there was an enormous amount of work being undertaken by all involved and support from departments to ensure the Service continued to improve on its current position.

In response to a question raised by CC Perks, SM Strickland confirmed the station locations of the RSO's were 2 roles in Pennine (based at Rawtenstall and Nelson), 2 in Northern (both based at Lancaster), 1 in Western (based at St Annes), 1 in Eastern (based at Hyndburn) and 1 in Southern based at (based at Chorley).

In response to a question raised by Councillor Smith, SM Strickland reported that there would always be certain areas in Lancashire where the Service had struggled to recruit which was due primarily to work and family life.

Members thanked SM Strickland and SM Dawson for the presentation and for all their work which had been undertaken in this process.

14/17 PERFORMANCE MANAGEMENT INFORMATION

The Assistant Chief Fire Officer advised Members that this was the 2nd quarterly report for 2017/18 as detailed in the Risk Management Plan 2017-2022.

The report showed there were 2 negative KPI Exception Reports. An exception report was provided which detailed the reasons for the exception, analysis of the issue and actions being taken to improve performance.

Members focussed on the indicators where an exception report was presented and examined each indicator in turn as follows:-

2.4 Fire Engine Availability – Retained Duty System

This indicator measured the availability of fire engines that were crewed by the retained duty system. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

The percentage of time that RDS crewed engines were available for quarter 2 was 87.73%, previous year quarter 2 was 88.39%, a worsening of 0.66%.

The previous quarter (April to June 2017) recorded 89.61%.
Annual Standard: Above 95%

This was a negative exception report due to the cumulative RDS availability for the three months of quarter 2 being below the standard and outside of the two percent tolerance.

Exception report provided.

The Assistant Chief Fire Officer advised Members that quarter 2 availability had decreased over quarter 1, with the cumulative availability recorded at the lowest level over the last 5 years. To aid local level monitoring, additional analysis had been supplied at pump level, along with a new KPI 2.4.1 which measured RDS availability without wholetime staff imports to supplement RDS staff.

The Retained Duty System Recruitment and Improvement Group would continue to be responsible for progressing areas for improvement, continuing to work on a number of ongoing actions which would strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

It was noted that the actions being taken to improve performance would be that the new recruits, who started in May 2017 would continue to show an improvement in RDS crew availability when the respective qualifications of Breathing Apparatus (BA) and BA Team Leader had been completed and staff had gained experience to start acting up to cover the Officer in Charge role. There was a minimum of 6 months before a Firefighter was BA qualified, and a further 6 month period of BA experience before acquiring BA Team Leader Skills. Therefore results in availability may only start to be realised during quarter 3. Similarly some stations had suffered from a lack of available driver however, this would start to show improvement when staff members continued to build driving hours in preparation for their Emergency Fire Appliance Driving Course. There were stations where staff on dual contracts made up half of the RDS crew, with the inevitable impact on the RDS availability.

The Retained Support Officer (RSO) role would continue to assist in some of these areas, in particular around recruitment and firefighter/officer development and with the various strengthening and improving work streams, the Service should see a positive effect on availability over time.

The forthcoming WT recruitment campaign would also be an opportunity to promote RDS vacancies. RSO's were continuing to support the 'Have a Go' days and would collate information from potential applicants.

2.4.1 Fire Engine Availability – Retained Duty System (without wholetime detachments)

Subset of KP1 2.4 and provided for information only

This indicator measured the availability of fire engines that were crewed by the retained duty system (RDS) when wholetime detachments were not used to support availability. It was measured by calculating the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable (off-the-run) for the following reasons:

- Manager deficient
- Crew deficient
- Not enough BA wearers
- No driver

The percentage of time that RDS crewed engines were available for quarter 2 was 84.00%. This excluded the wholetime detachments shown in KPI 2.4.

Standard: As a subset of KPI 2.4 there was no standard attributable to this KPI.

4.2.1 Staff Absence – Excluding Retained Duty System

This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime, day crewing plus, day crewing and support staff divided by the total number of staff.

Annual Standard: Not more than 5 shifts lost

Cumulative total number of monthly shifts lost 2.6

Quarter 2 results indicated the number of shifts lost through absence per employee being above the Service target for two month during quarter 2.

Exception report provided.

The Assistant Chief Fire Officer advised Members that during quarter 2 absence statistics showed below target within the months of July and August. Shifts lost showed a steady monthly increase from July through to September both non-uniformed and uniformed. The possible reasons for this were a spike in muscular-skeletal injuries, hospital procedures and mental health, which lead to an increased in longer term absences.

At the end of September the cumulative totals show that non-uniformed staff absence was above target at 2.80 shifts lost per employee, for wholetime staff absence was 2.5 shifts per employee.

Overall absence for all staff with the exception of RDS was 2.57 shifts lost which was above the Service target for this quarter of 2.5 lost shifts.

The Assistant Chief Fire Officer reassured Members that the absence management policy was robust and looked to support staff to return to work. Action taken continued to be early intervention by the Occupational Health Unit and where appropriate, issues around capability due to health issues were reviewed and addressed. The Service would continue to run leadership conferences to assist future managers to understand policy which included absence management. In addition, employees were encouraged to make use of the Employee Assistance Programme.

Members then examined each indicator in turn as follows:-

KPI 1 – Preventing and Protecting

1.1 Risk Map Score

This indicator measured the risk level in each neighbourhood (Super Output Area) determined using fire activity over the previous three fiscal years along with a range of demographic data.

The County risk map score was updated annually, before the end of the first quarter. An improvement was shown by a year on year decreasing 'score' value.

Score for 2014-2017 – 32,398, previous year score 32,990.

No exception report required.

CC Perks welcomed the high overall percentage reduction in Very High risk SOA's. The Assistant Chief Fire Officer confirmed that the risk score for each SOA was calculated using a formula. He then explained that the Service had experienced a reduction of dwelling fires which was due largely to the preventative work the Service had undertaken.

It was agreed that the Assistant Chief Officer would circulate the County risk map to Members outside of the meeting which would identify the particular areas of Lancashire which had experienced a reduction.

1.2 Overall Activity

This indicator measured the number of incidents that the Service attended with one or more pumping appliances.

Quarter 2 activity 3,961 previous year quarter 2 activity 4,017, a decrease of 1.39%.

Total number of incidents 2017/18 – Year to Date, 3,961

Included within this KPI was a new incident type of 'Gaining Entry'. This was where LFRS had attended on behalf of the North West Ambulance Service. During quarter 2 we attended on 144 occasions.

No exception report required.

1.3 Accidental Dwelling Fires

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental' or 'Not known'.

Quarter 2 activity 202, previous year quarter 2 activity 186, an increase of 9%.

Total number of Accidental Dwelling Fires – Year to Date, 202

No exception report required.

1.3.1 Accidental Dwelling Fires – Extent of Damage

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

Extent of fire and heat damage was limited to: Item ignited first, limited to room of origin, limited to floor of origin and spread beyond floor of origin.

*The ADF activity count was limited to only those ADF's which had an extent of damage shown above. An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1st ignited in quarter 2 22%, quarter 2 of previous year 22%. Percentage limited to room of origin in quarter 2

60%, quarter 2 previous year 65%, limited to floor of origin in quarter 2 9%, quarter 2 previous year 10% and spread beyond floor 9%, previous year 3%.
No exception report required.

1.3.2 Accidental Dwelling Fires – Number of Incidents where occupants have received a Home Fire Safety Check

This indicator reported the number of primary fires where a dwelling had been affected and the cause of fire had been recorded as ‘Accidental or Not known’ by the extent of the fire and heat damage. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

	2017/18		2016/17	
	ADF’s with previous HFSC	% of ADF’s with previous HFSC	ADF’s with previous HFSC	% of ADF’s with previous HFSC
Q1	17	7%	15	7%
Q2	21	10%	13	7%

No exception report required.

1.4 Accidental Dwelling Fire Casualties

This indicator reported the number of fire related fatalities, slight and serious injuries at primary fires where a dwelling had been affected and the cause of fire had been recorded as ‘Accidental or Not known’. A slight injury was defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury was defined as; at least an overnight stay in hospital as an in-patient.

Casualty Status	2017/18 Quarter 2	2016/17 Quarter 2
Fatal	0	0
Victim went to hospital visit, injuries appeared Serious	0	2
Victim went to hospital visit, injuries appeared Slight	15	6
TOTAL	15	8

No exception report required.

1.5 Accidental Building Fires (Non-Dwellings)

This indicator reported number of primary fires where the property type was ‘Building’ and the property sub type did not equal ‘Dwelling’ and the cause of fire had been recorded as ‘Accidental’ or ‘Not known’.

Total number of incidents	2017/18 Quarter 2	2016/17 Quarter 2
	88	80

No exception report required.

1.5.1 Accidental Building Fires (Non-Dwellings) – Extent of Damage

This indicator reported the number of primary fires where the property type was a building and the property sub-type was not a dwelling and the cause of fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

This indicator showed the total number of Accidental Building Fires where damage was limited to room of origin, limited to floor of origin and spread beyond floor of origin.

*The ABF activity count was limited to only those ABF's which had an extent of damage shown above.

An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.

Quarter 2 Accidental Building Fires activity, 64: -

	2017/18					2016/17			
	ADF activity	Item 1 st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Item 1 st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Q1	95	21%	31%	16%	33%	11%	41%	17%	31%
Q2	64	33%	31%	13%	23%	6%	52%	13%	29%

No exception report required.

1.6 Deliberate Fires

This indicator reported the number of primary and secondary fires where the cause of fire had been recorded as 'Deliberate'. Secondary fires were the majority of outdoor fires including grassland and refuse fires unless they involved casualties or rescues, property loss or more appliances attended. They included fires in single derelict buildings.

Deliberate Fire Type	2017/18 Quarter 2	2016/17 Quarter 2
1.6.1 Deliberate Fires – Anti-Social Behaviour	428	422
1.6.2 Deliberate Fires – Dwellings	33	32
1.6.3 Deliberate Fires – Non-Dwellings	40	43

No exception report required.

1.7 High / Very High Risk Home Fire Safety Checks

This indicator reported the percentage of completed Home Fire Safety Checks (HFSC), excluding refusals, carried out where the risk score had been determined to be either high or very high.

	2017/18	2016/17
	% of High and Very High	% of High and Very High

	HFSC outcomes	HFSC outcomes
Q1	68%	79%
Q2	71%	75%

No exception report required.

CC Perks advised that in his role as Member Champion for the Authority and leading on Dementia he hoped that we could record the number of people the Service assisted with Dementia. This was either to partners or by issuing Dementia Buddies via Dementia Leads. It was agreed that a presentation on Home Fire Safety Checks (incorporating Safe and Well principles) would be brought back to the next Performance Committee.

The Deputy Chief Fire Officer reassured Members the Service was currently in the process of training all operational firefighters in the principle of broadening Safe & Well, with Dementia being one element.

1.8 Road Safety Education Evaluation

This indicator reported the percentage of participants of the Wasted Lives and Childsafe Plus education packages that showed a positive change to less risky behaviour following the programme; based on comparing the overall responses to an evaluation question before and after the course.

	2017/18 (cumulative)		2016/17 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	1441	85%	1832	87%
Q2	2259	85%	2847	85%

No exception report required.

1.9.1 Fire Safety Enforcement – Known Risk

This indicator reported on the percentage of premises that have had a Fire Safety Audit as a percentage of the number of all known premises in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applied.

Number of premises	Number of premises audited to date	% of all premises audited Year end: 2017/18	% of all premises audited Year end: 2016/17
31735	17623	56%	56%

No exception report required.

1.9.2 Fire Safety Enforcement – Risk Reduction

This indicator reported the percentage of Fire Safety Audits carried out within the

period resulting in enforcement action. Enforcement action was defined as one or more of the following: notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

Period	Satisfactory audits 2017/18	Requiring formal activity – 2017/18	Requiring informal activity – 2017/18
Q1	25%	7%	66%
Q2	26%	9%	65%

No exception report required.

KPI 2 – Responding to Emergencies

2.1.1 Critical Fire Response – 1st Fire Engine Attendance

This indicator reported the ‘Time of Call’ (TOC) and ‘Time in Attendance’ (TIA) of the first fire engine arriving at the incident in less than the relevant response standard.

The response standards included call handling and fire engine response time for the first fire engine attending a critical fire, these are as follows:-

- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

The response standards were determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 90% of occasions.

Quarter 2 – 1st pump response 87.39%, previous year quarter 2 was 88.82%
No exception report required.

2.1.2 Critical Fire Response – 2nd Fire Engine Attendance

This indicator reported the time taken for the second fire engine to attend a critical fire incident measured from the time between the second fire engine arriving and the time it was sent to the incident. The target is determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 85% of occasions.

Quarter 2 – 2nd pump response 88.04%, previous year quarter 2 was 88.73%
No exception report required.

2.2.1 Critical Special Service Response – 1st Fire Engine Attendance

This indicator measured how long it took the first fire engine to respond to critical non-fire incidents such as road traffic collisions, rescues and hazardous materials incidents. For these incidents there was a single response standard which measured call handling and fire engine response

time. The response standard for the first fire engine attending a critical special call was 13 minutes.

Standard: To be met on 90% of occasions

Quarter 2 results 88.05% achieved against a target of 90%, previous year quarter 2, 85.56%.

No exception report required.

In response to a question raised by the chairman CC Holgate, the Assistant Chief Fire Officer confirmed that pump attendance would be determined by the nearest available and quickest resource to the location of the incident.

2.3 Fire Engine Availability – Wholtime, Day Crewing and Day Crewing Plus

This indicator measured the availability of fire engines that were crewed by Wholtime, day crewing and day crewing plus shifts. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable for the following reasons:

- Mechanical
- Crew deficient
- Engineer working on station
- Alternate crew
- Appliances change over
- Debrief
- Lack of equipment
- Miscellaneous
- Unavailable
- Welfare

Annual Standard: Above 99.5%

Quarter 2 availability 99.47%, previous year quarter 2 - 99.46%

No exception report required.

2.5 Staff Accidents

This indicator measured the number of staff accidents.

Total number of staff accidents 2017/18 – Year to Date, 32

Quarter 2 results indicate percentage pass within standard

No exception report required.

KPI 3 – Delivering Value for Money

3.1 Progress Against Savings Programme

Annual budget for 2017/18 - £53.9m
 Budget to end of quarter 2 - £27.2m
 Spend for the period to date was £26.9m
 Underspend for the period £0.3m
 Variance -0.56%
 No exception report required.

3.2 Overall User Satisfaction

Total responses 1706; number satisfied 1692
 % satisfied 99.18% against a standard of 97.5%
 Variance 1.72%

There have been 1706 people surveyed since April 2012.

In quarter 2 of 2017/18 – 76 people were surveyed. 76 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.
 No exception report required.

KPI 4 – Engaging With Our Staff

4.1 Overall Staff Engagement

This indicator measured overall staff engagement. The engagement index score was derived from the answers given by staff that related to how engaged they felt with the Service.

Three times a year all staff was asked the same questions in an online survey to gauge engagement. Period 2 encompassed the period of August to November, with the results reported at the end of quarter 3.

Period	2017/18		2016/17	
	Number of Replies	Engagement Index	Number of Replies	Engagement Index
1	-	-	220	62%
2	-	-	141	64%

4.2.2 Staff Absence – Retained Duty System

This indicator measured the percentage of contracted hours lost due to sickness for all retained duty staff.

Annual Standard: Not more than 2.5% lost as % of available hours of cover
 Quarter 2 results indicate percentage pass within standard
 Cumulative retained absence (as % of available hours cover) 1.02%
 No exception report required.

RESOLVED: - That the Committee:

- i) Endorsed the report and noted the contents of the 2 negative KPI exception reports.

15/17 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Thursday, 15 March 2018 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 7 June 2018 and 13 September 2018 and agreed for 29 November 2018.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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**LANCASHIRE COMBINED FIRE AUTHORITY
PERFORMANCE COMMITTEE**

Meeting to be held on 15th March 2018

**PERFORMANCE MANAGEMENT INFORMATION FOR 3RD QUARTER 2017/18
(Appendix 1 refers)**

Contact for further information:

David Russel, Assistant Chief Fire Officer – Tel No. 01772 866801

Executive Summary

This paper provides a clear measure of our progress against the Key Performance Indicators (KPI) detailed in the Integrated Risk Management Plan 2017-2022

Recommendation

The Performance Committee is asked to endorse the Quarter 3 Measuring Progress report and note the contents of the 3 negative KPI Exception Reports.

Information

As set out in the report.

Business Risk

High

Environmental Impact

High

Equality & Diversity Implications

High – the report appraises the Committee of the Authority's progress.

HR Implications

Medium

Financial Implications

Medium

Local Government (Access to Information) Act 1985
List of Background Papers

Paper Performance Management Information	Date	Contact David Russel (ACO)
Reason for inclusion in Part 2, if appropriate: N/A		

Measuring Progress



2017-18 Quarter 3

Combined Fire Authority
15th March 2018

Lancashire Fire and Rescue Service

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Introduction

The following pages set out Lancashire Fire and Rescue Service's Performance Framework, an explanation of how our Key Performance Indicator's (KPI) are measured and how we are performing.

This is followed, where appropriate, by an analysis of the KPI's which are classified as being in exception, along with an analysis of the cause and actions being taken to improve performance. The remainder of the document illustrates our performance across all other KPI's.

Table of Contents	Page (s)
Introduction	3
Performance Framework	5
Explanation of Performance Measures	5 - 6
KPI Exception Overview	7
KPI Exception Report Analysis	9 - 16
Key Performance Indicators	17 - 36

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Performance Framework

The below graphic illustrates the Services four priorities and how their respective KPI's fit within the overall performance framework.



Explanation of Performance Measures

KPI's are monitored either by using an XmR chart (explained on the following page), comparing current performance against that achieved in the previous cumulative years activity, or against a pre-determined standard, for example, the response standard KPI's are measured against a range of set times.

The response standards are measured against a set range of times dependent upon the risk rating given to each Super Output Area (SOA), which is presented as a percentage of occasions where the standard is met. A two percent tolerance has been added to create a buffer so that a positive/negative exception report is not produced each quarter where only slight variations from the standard occur.

It is worth noting that there can be positive as well as negative exception reports. Positive exceptions are where performance levels meet set rules, as detailed on the following page.

The above graphic illustrates a change for the 2017/18 reporting year. The two performance measures relating to 'call handling' have now been incorporated into the 3 response indicators of 2.1.1, 2.1.2 and 2.2.1. This is to best represent the time taken from receiving a call to the fire engine arriving at scene.

An additional KPI of 2.4.1 has been created to show the availability of RDS crewed fire engines without wholtime crew imports to supplement when RDS staff are unavailable.

Explanation of Performance Measures

XmR chart explanation (Value [X] over a moving [m] range [R])

An XmR chart is a control chart used to highlight any significant changes in activity so that interventions can be made before an issue arises. It can also highlight where activity has decreased, potentially as a result of preventative action which could be replicated elsewhere.

Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are set using a standard deviation calculation based upon the previous three years activity.

An exception report is generated if the XmR rules are breached. Note that a 'positive' exception could also be generated.

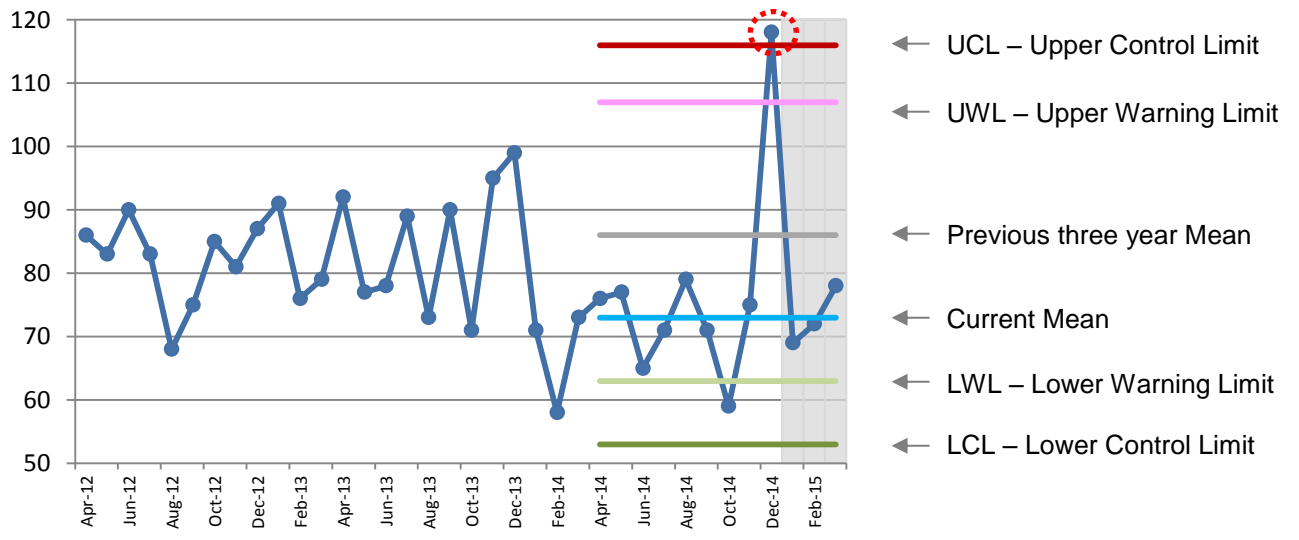
The following rules are applicable to the XmR charts and define when an exception has occurred:

1. A single point beyond the control limit
2. Two out of three consecutive points near the control limits
3. A trend of six consecutive points either up or down
4. A shift of eight or more consecutive points above or below the mean line

XMR chart key definitions:

						
Incidents	UCL	UWL	Current Mean	Mean	LWL	LCL

Example XmR chart: In the example below, KPI 1.3 would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for December 2014 (⊙) is above the Upper Control Limit (UCL).



KPI Exception Overview

The KPI Exception Overview highlights those KPI's that are classified as being in exception. Each KPI is shown with an indicator to illustrate whether performance is: Improving (↑), indicating a positive exception or, Declining (↓), which would produce a negative exception. This is followed by any relevant exception reports, which detail the reasons for the exception, analysis of the issue, and actions being taken to improve performance.

For the period October 2017 – December 2017 three KPI's are classified as being in negative exception.

KPI	Description	Progress	Exception Positive / Negative	Page (s)
2 - Responding to Emergencies				
2.2.1	Critical Special Service – 1 st Fire Engine Attendance	↓	–	9
2.4	Fire Engine Availability - Retained Duty System	↓	–	11
2.4.1	Fire Engine Availability - Retained Duty System (without wholetime detachments)	Subset of KPI 2.4 and provided for information only		13
4 - Engaging with our Staff				
4.2.1	Staff Absence - Excluding Retained Duty System	↓	–	14

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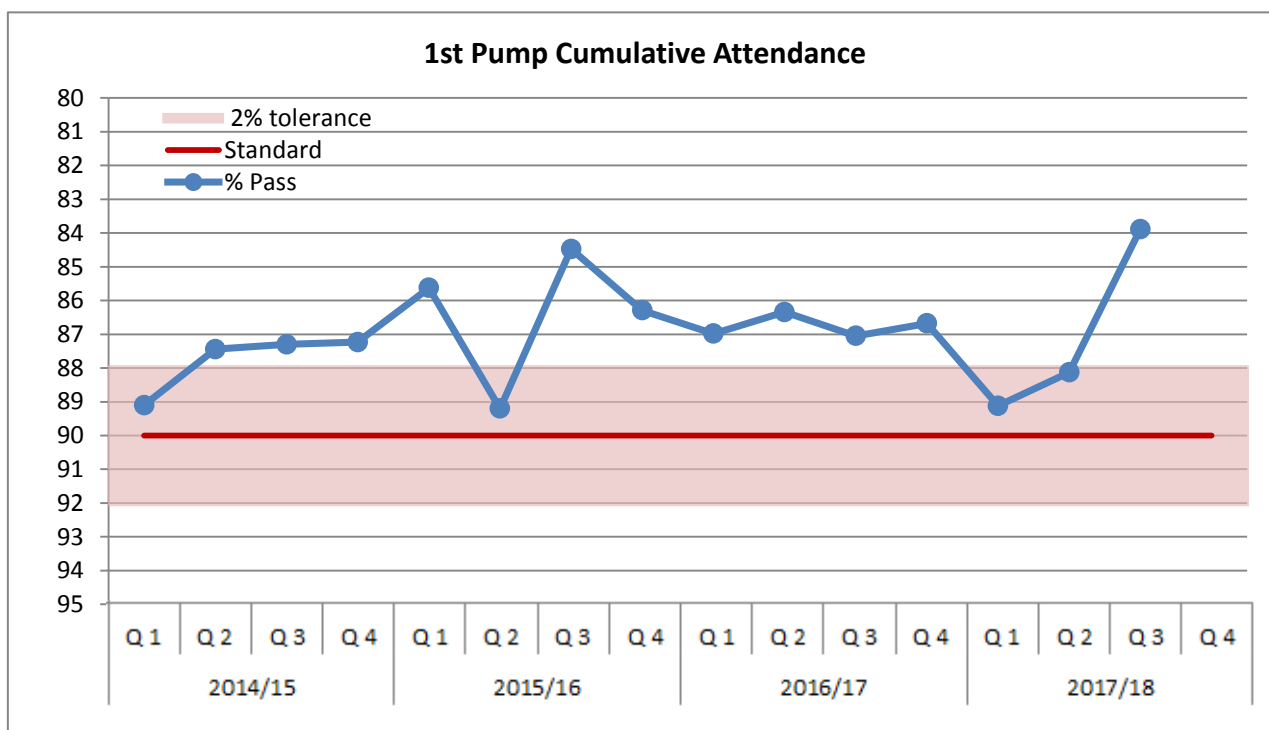
2.2.1 Lancashire Emergency Response Standard - Critical Special Service - 1st Fire Engine Attendance

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time. The response standard for the first fire engine attending a critical special service call is 13 minutes.

Standard: 90% of occasions.

Quarter three response percentage pass rate 77.59%, previous year quarter three 88.89%

1 st pump cumulative attendance standard	Year to Date	2017/18 Quarter 3	Previous year to Date	2016/17 Quarter 3
	83.89%	77.59%	87.05%	88.89%



What are the reasons for an Exception Report

This is a negative exception report due to critical Special Service 1st pump response being below the standard. Overall, quarter three pass rate was 77.59%, with a cumulative pass rate of 83.89%, which is outside of the 90% standard and 2 percent tolerance.

Lancashire Fire and Rescue Service
Measuring Progress
Oct 17 - Dec 17

Analysis

Each month of quarter 3 recorded a pass rate below the standard, with the month of November recording the lowest pass rate of the year to date at 65.61%.

Whilst October's response times continued to show improvement on last year, November and December returned lower figures in part attributable to extended call handling and response times during periods of spate call volumes, adverse weather, flooding and road closures, particularly in Lancaster and Wyre Districts.

A very high rate of flooding incidents in Lancaster, Wyre and Blackpool over a two day period in November account for the standard achieved, with over 100 incidents being recorded. This equates to 51% of all special service incidents within the month.

The Officer in Charge (OIC) is now required to provide a narrative for the failure to respond to the incident within standard. Analysis of quarter 3 narratives implies that the travel distance involved, along with incidents occurring outside of their own station area, are the main reasons for missed attendance times.

Traffic conditions are also cited for small number failures.

Shown below are the actual failures and monthly totals over the previous 12 months, along with the percentage pass rate.

	2016/17			2017/18								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Failed	22	14	23	9	12	15	14	20	15	18	76	14
Incidents	113	90	103	102	115	114	141	122	122	127	221	134
% Pass	86.7%	84.4%	84.5%	91.2%	89.6%	86.8%	90.1%	83.6%	87.7%	85.8%	65.6%	89.6%

Over the quarter three period, 18% of the failures failed by less than 60 seconds.

Call handling is a contributing factor as this is now included within the overall response time. The individual monthly [median] call handling times are shown below.

	2016/17			2017/18								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Median Seconds	125	125	125	127	127	127	131	131	131	138	138	138

Actions being taken to improve performance?

Head's of Service Delivery (HoSD) are implementing and monitoring performance measures to remedy deficiencies and drive improvement.

It is hoped that on-going initiatives to address these issues will bring the cumulative standard back to within the 2% tolerance.

Exception report: 2.4 Fire Engine Availability - Retained Duty System

Performance indicator: 2.4 Fire Engine Availability – Retained Duty System

This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS). It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.

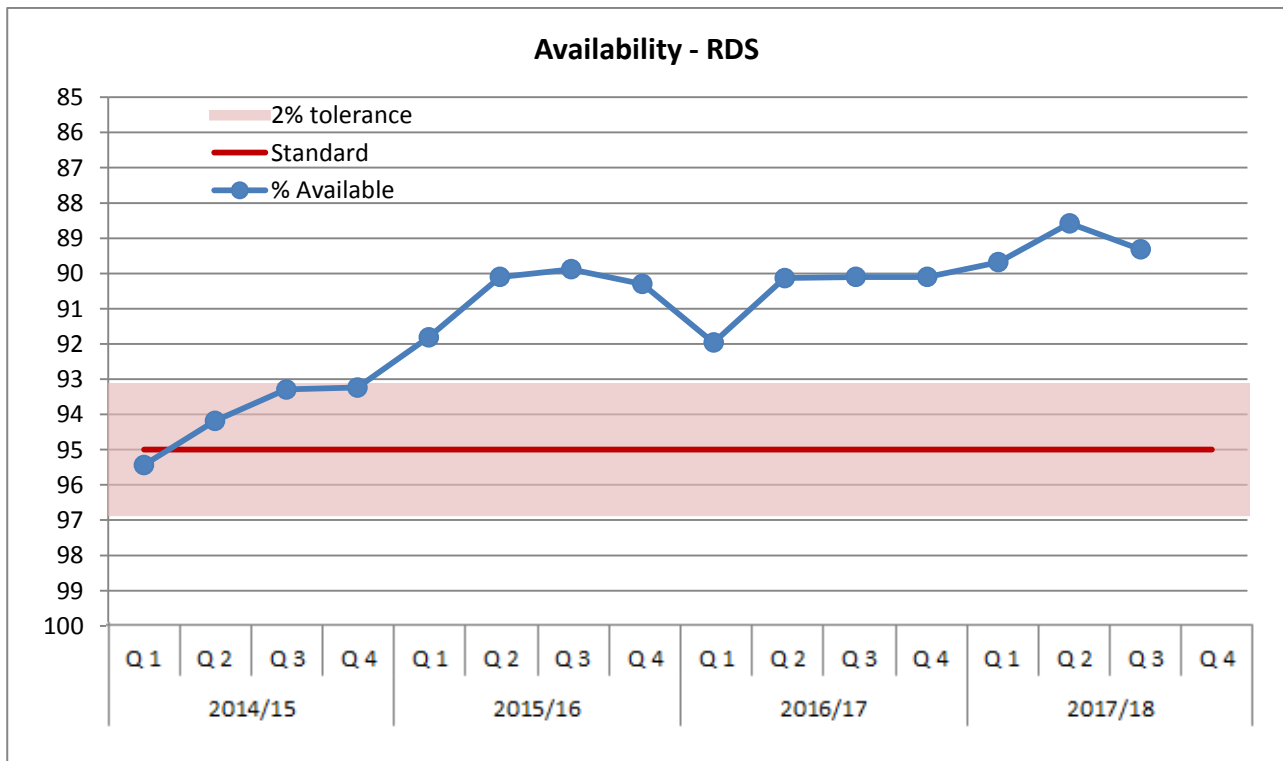
Fire engines are designated as unavailable (off-the-run) for the following reasons:

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

The percentage of time that RDS crewed engines are available for quarter three was 90.80%, previous year quarter three 90.07%, an improvement of 0.73%. The previous quarter (July to September 2017) recorded 87.49%.

Standard: Above 95%.

A negative exception report has been produced due to percentage availability being below the standard.



What are the reasons for an Exception Report

This is a negative exception report due to the cumulative RDS availability to the end of quarter three being below the standard and outside of the two per cent tolerance.

Analysis

Quarter 3 availability improved over that reported for quarter 2, though still below the average of the previous 2 years. Local level monitoring continues with additional analysis at pump level, along with a new KPI (2.4.1) which measures RDS availability without wholetime staff imports.

Continuing the analysis reported in quarter 2; the number of RDS personnel who were successful in obtaining a wholetime position has had an impact on available RDS hours. This is due to leaving the RDS service, being able to commit fewer hours due to W/T commitment or being unavailable due to development (W/T recruit course).

With an ageing workforce, the loss of staff due to retirement also has an impact on the ability to fully crew an appliance, and a number of retirements, along with a number of resignations, albeit, some temporarily which has also reduced coverage.

Continuing work by the Retained Duty System Recruitment and Improvement Group (RIG) will be responsible for progressing areas for improvement. This isn't being viewed as a project with start and finish dates but as a number of ongoing pieces of work which will strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

Actions being taken to improve performance

The new recruits, which started in May of 2017, will begin to show an improvement in RDS crew availability when the respective qualifications of BA and BA Team Leader have been completed, and they have gained experience to start acting up to cover the OIC role.

There is a minimum of 6 months before a Firefighter is BA qualified, and a further 6 month period of BA experience before acquiring further BA Team Leader skills. As such, results in availability may only start to be realised later in quarter 3. This is illustrated in KPI 2.4.1 where quarter 3 availability excluding Whole Time detachments improved 3.58% to 87.58% from 84% in quarter 2.

Similarly, some stations which have suffered from a lack of an available driver will start to show improvements when staff members continue to build driving hours in preparation for their Emergency Fire Appliance Driving course (EFAD).

There are stations where staff on dual contracts makeup half of the RDS crew, with the inevitable impact on RDS availability.

The Retained Support Officer (RSO) role will assist in some of these areas, particularly around recruitment and firefighter/officer development, and in conjunction with the various Strengthening and Improving work streams, the service should see a positive effect on availability over time.

The forthcoming Wholetime (WT) recruitment campaign is also being used as an opportunity to promote RDS vacancies. RSO's are supporting the 'Have a Go' days and will collate information from potential applicants.

2.4.1 Fire Engine Availability - Retained Duty System (without whole-time detachments).

Performance indicator: 2.4.1 Fire Engine Availability – Retained Duty System (without whole-time detachments).

Subset of KPI 2.4 and provided for information only.

This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS) when whole-time detachments are not used to support availability. It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.

Fire engines are designated as unavailable (off-the-run) for the following reasons:

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

The percentage of time that RDS crewed engines are available for quarter three was 87.58%. This excludes the whole-time detachments shown in KPI 2.4

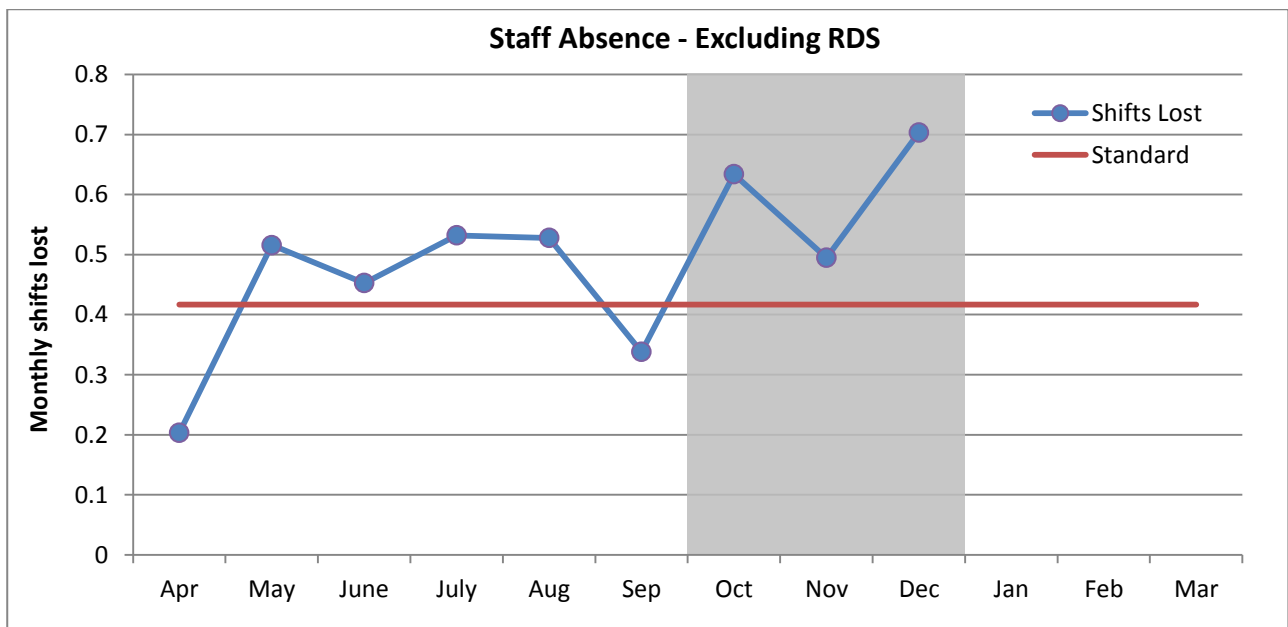
Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.

Exception report: 4.2.1 Staff Absence - Excluding Retained Duty System

4.2.1 Staff Absence - Excluding Retained Duty System

The cumulative number of shifts (days) lost due to sickness for all wholetime, DCP, DC and support staff divided by the total number of staff.

Annual Standard: Not more than 5 shifts lost.
 (Represented on the chart as annual shifts lost ÷ 12 months)



Cumulative total number of monthly shifts lost	4.401
--	-------

What are the reasons for an Exception Report

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for three months during quarter three.

Analysis

During quarter three October 2017 - December 2017, absence statistics shows above we have been above target for all three months. Shifts lost showed a monthly increase from October through to December in both non-uniformed and uniformed personnel. The main reasons continue to be cases of mental health, musculo-skeletal and hospital procedures with being an approximate between 40 - 50% increase of these cases compared to the last quarter; however it could be due to the time of year as there was also a large spike in respiratory (colds/coughs/flu) compared to the previous quarter. Another contributing factor for being over the target is due to having nine long term absences which still remain open at this time.

Lancashire Fire and Rescue Service
Measuring Progress
Oct 17 - Dec 17

At the end of September the cumulative totals show that non-uniformed staff absence was above target at 5.16 shifts lost per employee, for whole-time staff absence was 4.17 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 4.40 shifts lost which is above the Service target for this quarter of 3.75 lost shifts.

Actions being taken to improve performance

To reduce this, the Service aims to continue with:

- Early intervention by OHU doctor/nurse/physiotherapist,
- HR supporting managers in following the Absence Management Policy managing individual long term cases, addressing review periods/triggers in a timely manner and dealing with capability off staff due to health issues.
- Absence management presentations/training and question and answer sessions on the ILM course and for newly appointed managers.
- To be included again within the leadership conference to assist future managers understanding and interpretation of the policy.
- Encouraging employees to make use of our Employee Assistance Programme provider Health Assured and The Firefighters Charity.
- HR to be in attendance at Stress Risk assessment meetings, to support managers and to offer appropriate support to the employee along with signposting.
- OHU to organise health checks for individuals on a voluntary basis.

And commence new actions of:

- Support from Service Fitness Advisor/PTI's
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

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Key Performance Indicators

This section gives an overview of the performance direction of the KPI's which are not in exception. Each KPI is shown within its priority with an indicator to illustrate whether performance is: Improving (↑), Maintaining (↔) or Declining (↓), followed by a summary of the current position.

KPI	Description	Progress	Page (s)
1 - Preventing and Protecting			
1.1	Risk Map Score	↑	18
1.2	Overall Activity	↓	19
1.3	Accidental Dwelling Fires	↓	20
1.3.1	ADF - Extent of Damage	↔	21
1.3.2	ADF - Number of Incidents Where Occupants have Received a HFSC	↓	21
1.4	Accidental Dwelling Fire Casualties	↑	22
1.5	Accidental Building Fires (Non Dwellings)	↓	23
1.5.1	ABF (Non Dwellings) - Extent of Damage	↓	24
1.6	Deliberate Fires	↓	25
1.7	Home Fire Safety Checks	↓	26
1.8	Road Safety Education Evaluation	↔	27
1.9.1	Fire Safety Enforcement - Known Risk	↓	28
1.9.2	Fire Safety Enforcement - Risk Reduction	↓	28
2 - Responding to Emergencies			
2.1.1	Critical Fire Response - 1st Fire Engine Attendance	↑	29
2.1.2	Critical Fire Response - 2nd Fire Engine Attendance	↑	30
2.3	Fire Engine Availability - Wholetime, Day Crewing & Day Crewing Plus	↔	31
2.5	Staff Accidents	↑	32
3 - Delivering Value for Money			
3.1	Progress Against Savings Programme	↑	33
3.2	Overall User Satisfaction	↑	34
4 - Engaging with our Staff			
4.1	Overall Staff Engagement	n/a	35
4.2.2	Staff Absence - Retained Duty System	↑	36

Lancashire Fire and Rescue Service
Measuring Progress
Oct 17 - Dec 17

1.1 Risk Map

This indicator measures the fire risk in each SOA. Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation. Specifically, the risk score for each SOA is calculated using the following formula:






$$\frac{\text{Dwelling fires}}{\text{Total dwellings}} + \left[\frac{\text{Dwelling fire casualties}}{\text{Resident population}} \times 4 \right] + \text{Building fire count} + \left[\text{IMD} \times 2 \right] = \text{Risk Score}$$

Once an SOA has been assigned a score, it is then categorised by risk grade.

Standard: To reduce the risk in Lancashire - an annual reduction in the County risk map score.

The County risk map score is updated annually, before the end of the first quarter. An improvement is shown by a year on year decreasing 'score' value. Current score 32398, previous year score 32990.

Score Category	Grade	Score (12-15)	SOA Count (12-15)	Score (13-16)	SOA Count (13-16)	Score (14-17)	SOA Count (14-17)
Less than 36	L	12366	533	11944	519	11980	521
Between 36 & 55	M	12130	281	13578	314	13722	321
Between 56 & 75	H	5440	86	4890	76	4654	74
Greater than 75	VH	3332	41	2578	32	2042	25
Grand Total		33268	941	32990	941	32398	941

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2016 count	32	76	314	519	32990
2017 count	25	74	321	521	32398
Change	 -22% Overall reduction in Very High risk SOA's	 -3% Overall reduction in High risk SOA's	 2% Overall increase in Medium risk SOA's	 0% Overall reduction in Low risk SOA's	 -2% Overall reduction in fire risk

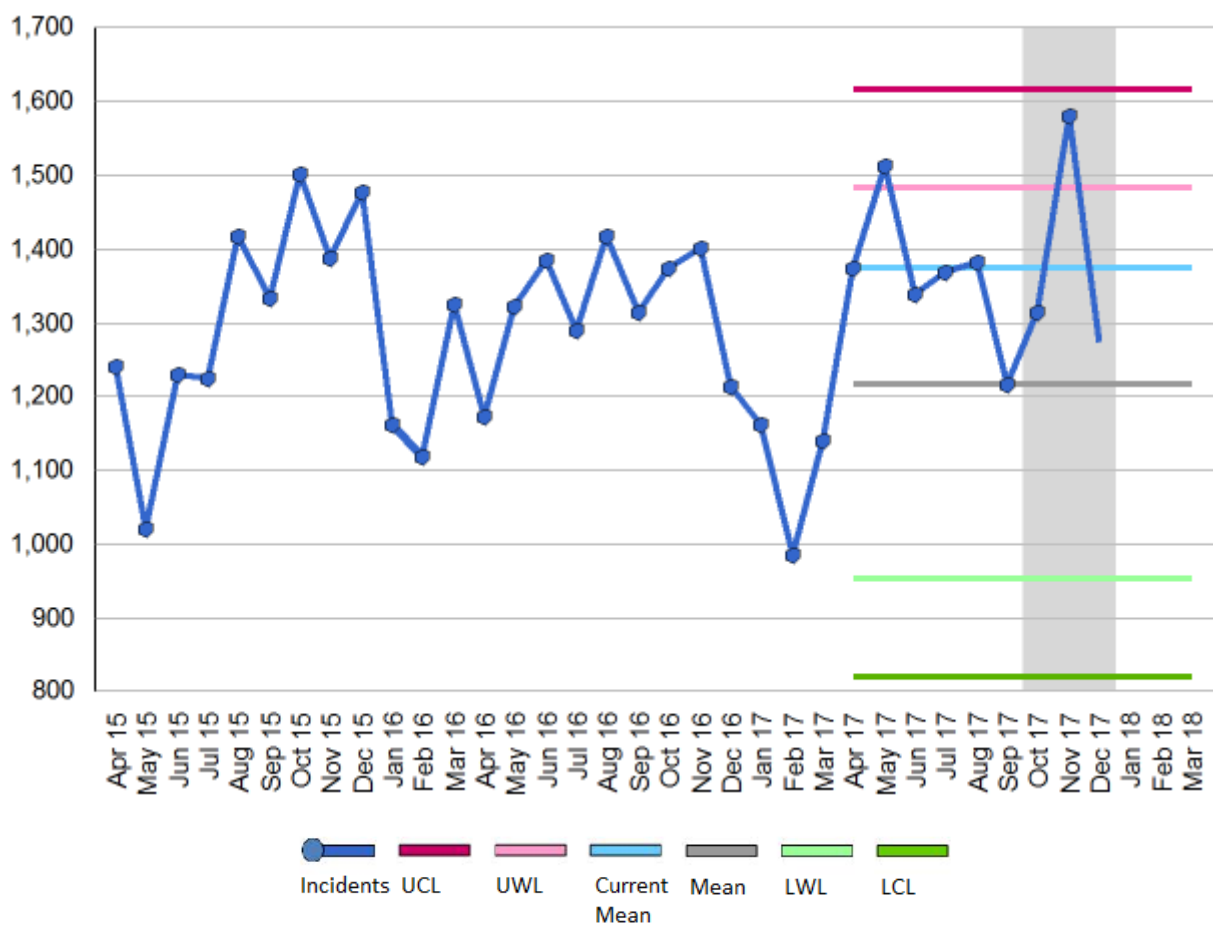
Lancashire Fire and Rescue Service
Measuring Progress
Oct 17 - Dec 17

1.2 Overall Activity

The number of incidents that LFRS attend with one or more pumping appliances. Includes fires, special service calls and false alarms.

Quarter three activity 4162, previous year quarter three activity 3983, an increase of 4.49%.

Included within this KPI is a new incident type of 'Gaining Entry'. This is where we have attended on behalf of the North West Ambulance Service. During quarter three we attended on 163 occasions.



1.2 Number of attended incidents	Year to Date	2017/18 Quarter 3	<i>Previous year to Date</i>	<i>2016/17 Quarter 3</i>
	12341	4162	11874	3983

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

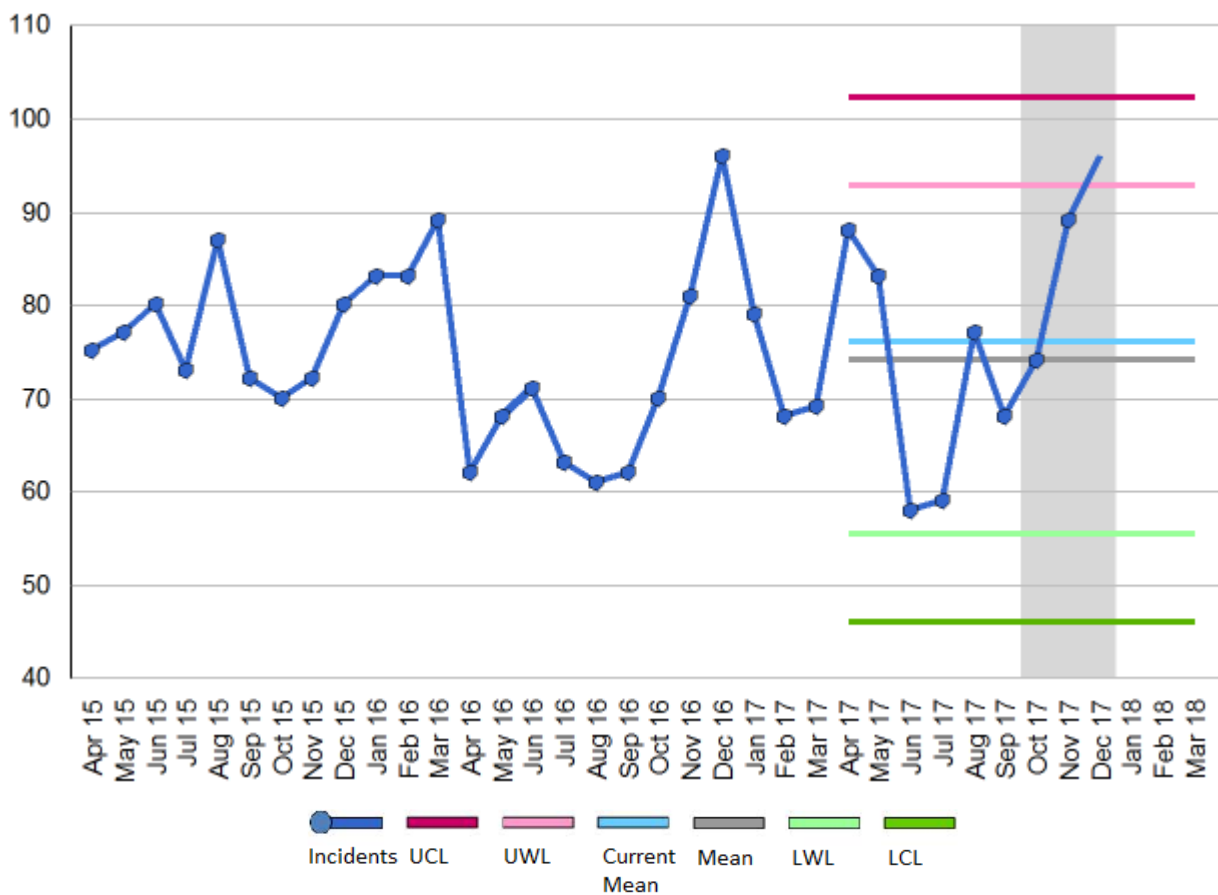
Current Mean	3 year Mean	Monthly Mean		
		2016/17	2015/16	2014/15
1371	1217	1263	1286	1102

1.3 Accidental Dwelling Fires

The number of primary fires where a dwelling has been affected and the cause of fire has been recorded as 'Accidental' or 'Not known'.

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more appliances. An appliance is counted if either the appliance, equipment from it or personnel riding on it, were used to fight the fire.

Quarter three activity 259, previous year quarter three activity 247, an increase of 5%.



1.3 Accidental Dwelling Fires	Year to Date	2017/18 Quarter 3	<i>Previous year to Date</i>	<i>2016/17 Quarter 3</i>
		692	259	634
			247	

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2016/17	2015/16	2014/15
76	74	70	78	74

1.3.1 ADF - Extent of Damage

ADF criteria as 1.3. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

*The ADF activity count is limited to only those ADF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1st ignited in quarter three 20%, quarter three of previous year 23%. Percentage limited to room of origin in quarter three 70%, quarter three previous year 67%, limited to floor of origin in quarter three 5%, quarter three previous year 8% and spread beyond floor 6%, previous year 3%.

	2017/18					↑/↓	2016/17			
	*ADF activity	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Progress	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Quarter 1	176	22%	60%	10%	7%	↔	19%	63%	13%	6%
Quarter 2	149	23%	61%	7%	9%	↓	22%	65%	10%	3%
Quarter 3	192	20%	70%	5%	6%	↔	23%	67%	8%	3%
Quarter 4							25%	59%	9%	7%

1.3.2 ADF - Number of Incidents Where Occupants have Received a HFSC

ADF criteria as 1.3. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

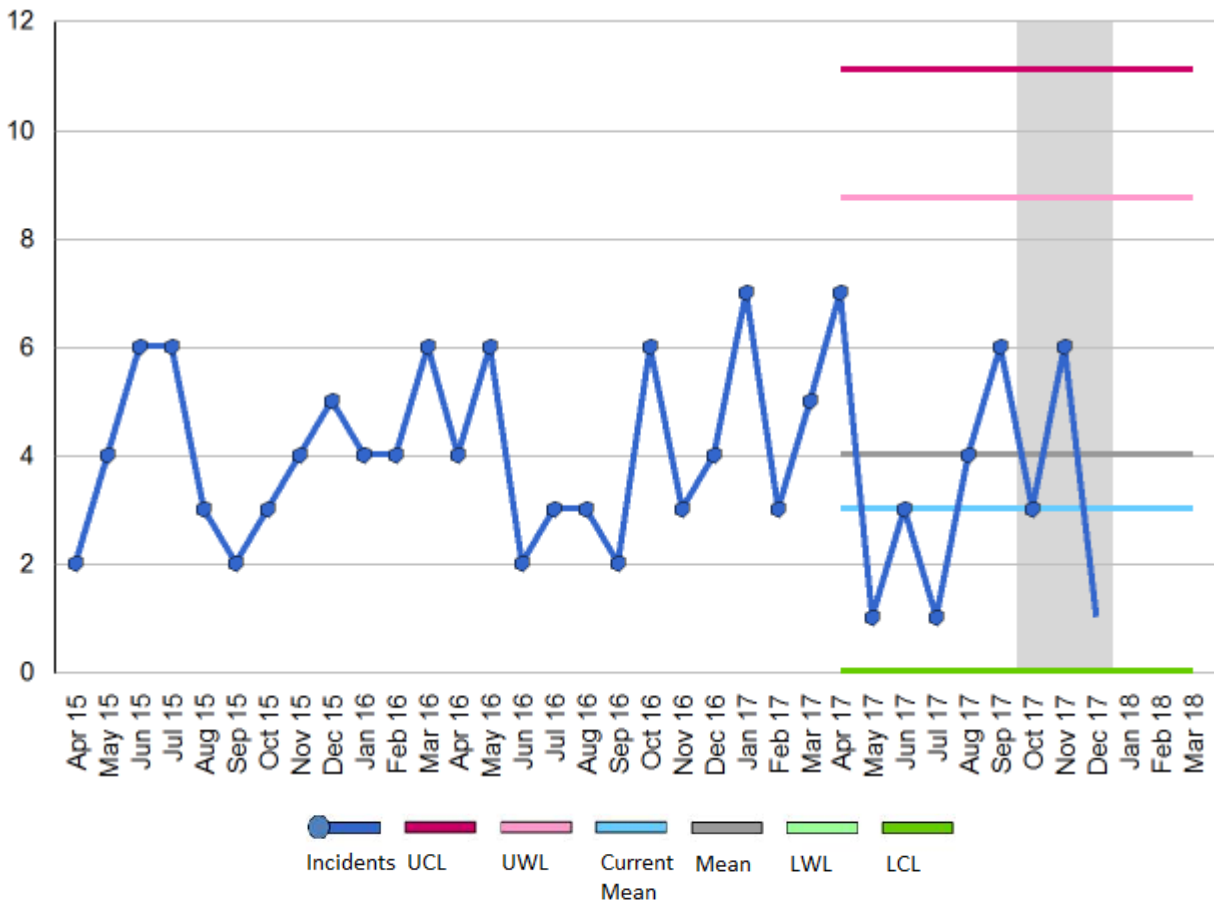
	2017/18		2016/17	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Quarter 1	15	7%	15	7%
Quarter 2	20	10%	13	7%
Quarter 3	15	6%	20	8%
Quarter 4			21	10%

Analysis: Of the 15 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, six had 'Heat and smoke damage only', six resulted in damage 'Limited to item first ignited' and three 'limited to room of origin'.

1.4 Accidental Dwelling Fire Casualties

ADF criteria as 1.3. The number of fire related fatalities, slight and serious injuries. A slight injury is defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury is defined as; at least an overnight stay in hospital as an in-patient.

No fatalities occurred during quarter three and 2 casualties are recorded as serious. Eight had slight injuries. Quarter three of the previous year recorded no fatalities, 3 serious and 10 slight.



Casualty Status	Year to Date	2017/18 Quarter 3	Previous year to Date	2016/17 Quarter 3
Fatal	2	0	0	0
Victim went to hospital, injuries appear Serious	6	2	11	3
Victim went to hospital, injuries appear Slight	24	8	22	10
Total	32	10	33	13

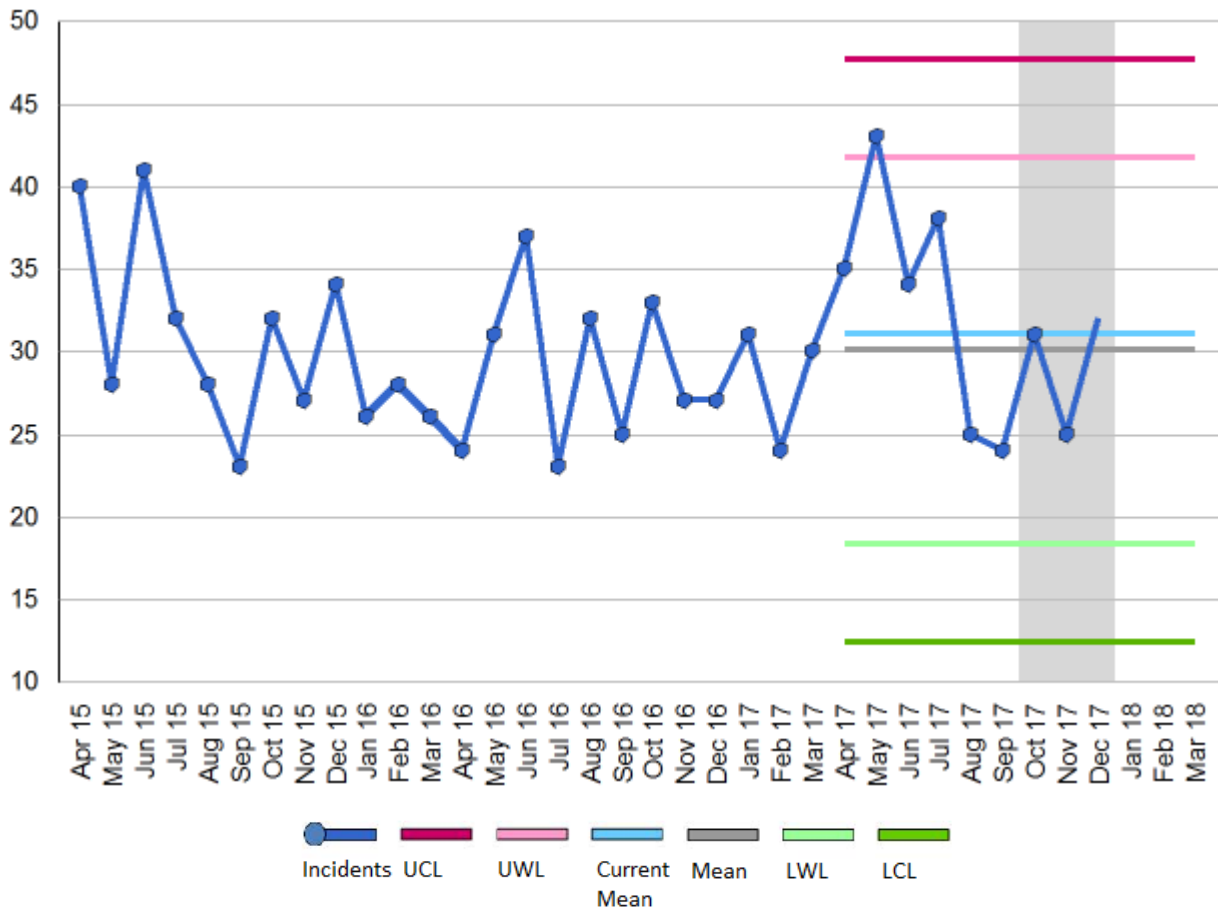
The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2016/17	2015/16	2014/15
3	4	4	4	5

1.5 Accidental Building Fires (Non Dwellings)

Primary fire criteria as 1.3. The number of primary fires where; the property type is 'Building' and the property sub type does not equal 'Dwelling' and the cause of fire has been recorded as 'Accidental' or 'Not known'.

Number of accidental building fires quarter three activity 88, previous year quarter three activity 87.



1.5 Accidental Building Fires	Year to Date	2017/18 Quarter 3	<i>Previous year to Date</i>	<i>2016/17 Quarter 3</i>
		88	259	87

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2016/17	2015/16	2014/15
31	30	28	30	32

1.5.1 ABF (Non Dwellings) - Extent of Damage

ABF criteria as 1.5. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

**The ABF activity count is limited to only those ABF's which had an extent of damage shown above.*

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental building fires limited to item 1st ignited in quarter three 20%, quarter three of previous year 14%. Percentage limited to room of origin in quarter three 42%, quarter three previous year 51%, limited to floor of origin in quarter three 15%, quarter three previous year 15% and spread beyond floor 23%, previous year 21%.

		2017/18				↑/↓	2016/17			
	*ABF activity	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Progress	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Quarter 1	95	18%	30%	13%	39%	↔	11%	41%	17%	31%
Quarter 2	64	31%	34%	12%	23%	↑	6%	52%	13%	29%
Quarter 3	71	20%	42%	15%	23%	↓	14%	51%	15%	21%
Quarter 4							23%	36%	15%	26%

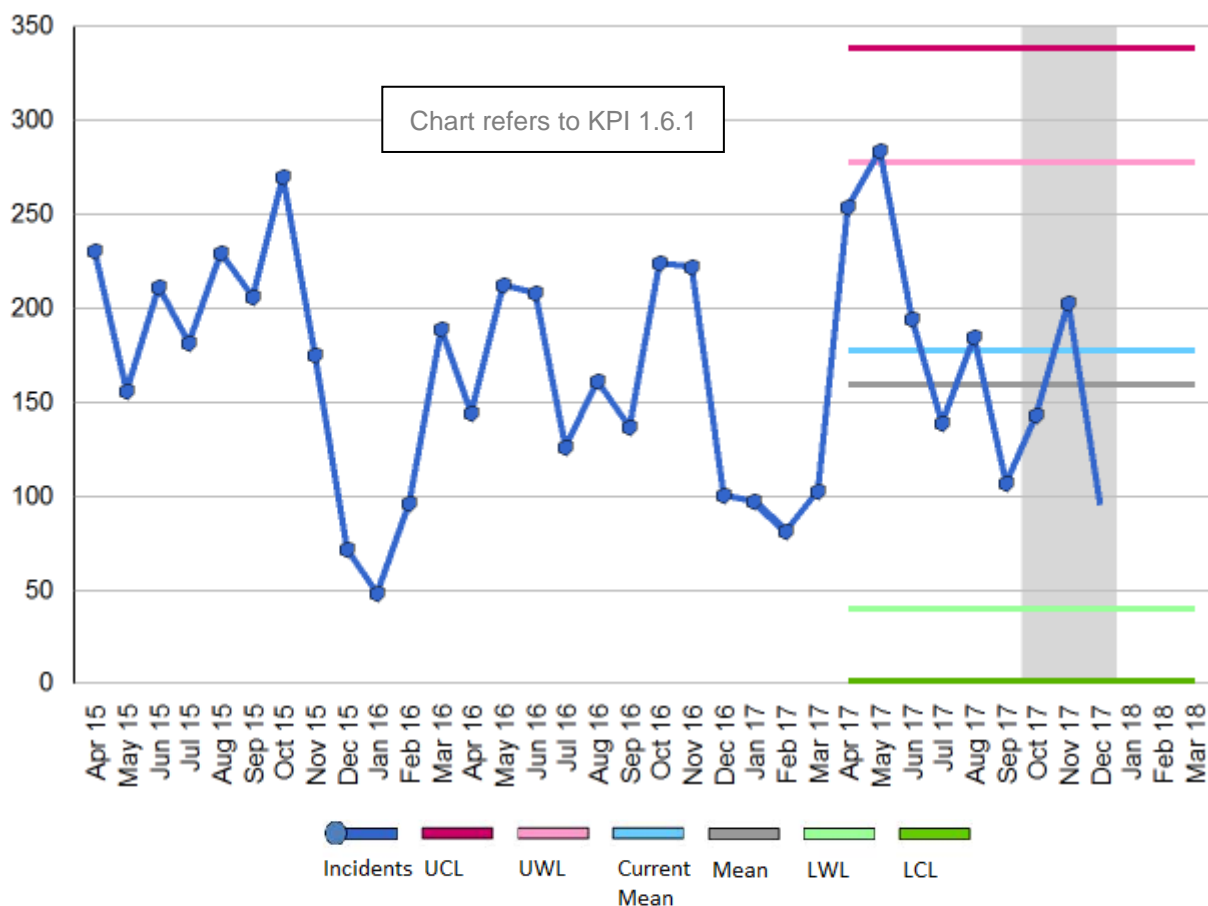
1.6 Deliberate Fires

The number of primary and secondary fires where; the cause of fire has been recorded as 'Deliberate'. Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or 5 or more appliances attend. Includes fires in single derelict buildings.

1.6.1 Deliberate fires (ASB) quarter three activity 438, previous year quarter three activity 545.

1.6.2 Deliberate fires (Dwellings) quarter three activity 27, previous year quarter three activity 33.

1.6.3 Deliberate fires (Non dwellings) quarter three activity 28, previous year quarter three activity 32.



Deliberate Fire Type	Year to Date	2017/18 Quarter 3	Previous year to Date	2016/17 Quarter 3
1.6.1 Deliberate Fires - ASB	1596	438	1531	545
1.6.2 Deliberate Fires - Dwellings	77	27	84	33
1.6.3 Deliberate Fires - Non Dwellings	117	28	117	32

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.	Current Mean	3 year Mean	Monthly Mean		
			2016/17	2015/16	2014/15
	177	157	150	171	152

1.7 Home Fire Safety Checks

The percentage of completed HFSC's, excluding refusals, carried out by LFRS personnel or partner agencies where the risk score has been determined to be high.

An improvement is shown if:

- 1) *the total number of HFSC's completed is greater than the comparable quarter of the previous year and,*
- 2) *the percentage of high HFSC outcomes is greater than the comparable quarter of the previous year.*

**Count of HFSC's in quarter three 2591, percentage of high risk HFSC outcomes in quarter three 68%.
 Count of HFSC's in quarter three of the previous year 3030, percentage high risk 74%.**

	2017/18		↑/↓	2016/17	
	<i>HFSC completed</i>	<i>% of High HFSC outcomes</i>	Progress	<i>HFSC completed</i>	<i>% of High HFSC outcomes</i>
Quarter 1	3114	68%	↓	1931	79%
Quarter 2	3236	72%	↓	2556	75%
Quarter 3	2591	68%	↓	3030	74%
Quarter 4				2937	72%

1.8 Road Safety Education Evaluation

The percentage of participants of the Wasted Lives and RoadSense education packages that show a positive change to less risky behaviour following the programme. This is based on comparing the overall responses to an evaluation question pre and post-delivery of the course.

An improvement is shown if the percentage positive influence on participants behaviour is greater than the comparable quarter of the previous year.

The 'Safe Drive Stay Alive' programme has seen by 1,804 students during quarter 3. The 'Crashed cars' shown at events, have been seen by approximately 5,690 people to date.

Total number of participants 1679, with a percentage of positive influence^[1] on participant's behaviour for the current year to date of 85%.

	2017/18 (Cumulative)		↑/↓	2016/17 (Cumulative)	
	Total participants	% positive influence on participants behaviour	Progress	Total participants	% positive influence on participants behaviour
Quarter 1	1441	85%	↓	1832	87%
Quarter 2	2259	85%	↔	2847	85%
Quarter 3	3938	85%	↔	6398	85%
Quarter 4				8733	85%

^[1] From a sample

1.9.1 Fire Safety Enforcement - Known Risk

The percentage of premises that have had a Fire Safety Audit (as recorded in the CFRMIS system to date), as a percentage of the number of all known premises (as recorded in the Address Base Premium Gazetteer) in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applies.

Total number of premises within system 32089, number of premises audited to date 17768 (55%).

Number of premises	Number of premises audited to date	% of all premises audited to date: 2017/18	% of all premises audited Year end: 2016/17
32089	17768	55%	56%

1.9.2 Fire Safety Enforcement - Risk Reduction

The percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action is defined as one or more of the following; notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

An improvement is shown if the 'Satisfactory Audits' percentage is greater than the comparable quarter of the previous year.

Satisfactory audits in quarter three 25%, previous year quarter three 26%

Requiring formal activity in quarter three 4%, previous year quarter three 9%

Requiring informal activity in quarter three 68%, previous year quarter three 63%

	2017/18			↑/↓ Progress	2016/17		
	Satisfactory audits	Requiring formal activity	Requiring informal activity		Satisfactory audits	Requiring formal activity	Requiring informal activity
Quarter 1	25%	8%	65%	↓	27%	9%	59%
Quarter 2	26%	10%	65%	↓	31%	9%	60%
Quarter 3	25%	4%	68%	↓	26%	9%	63%
Quarter 4					29%	8%	61%

2.1.1 Lancashire Emergency Response Standards - Critical Fires - 1st Fire Engine Attendance

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

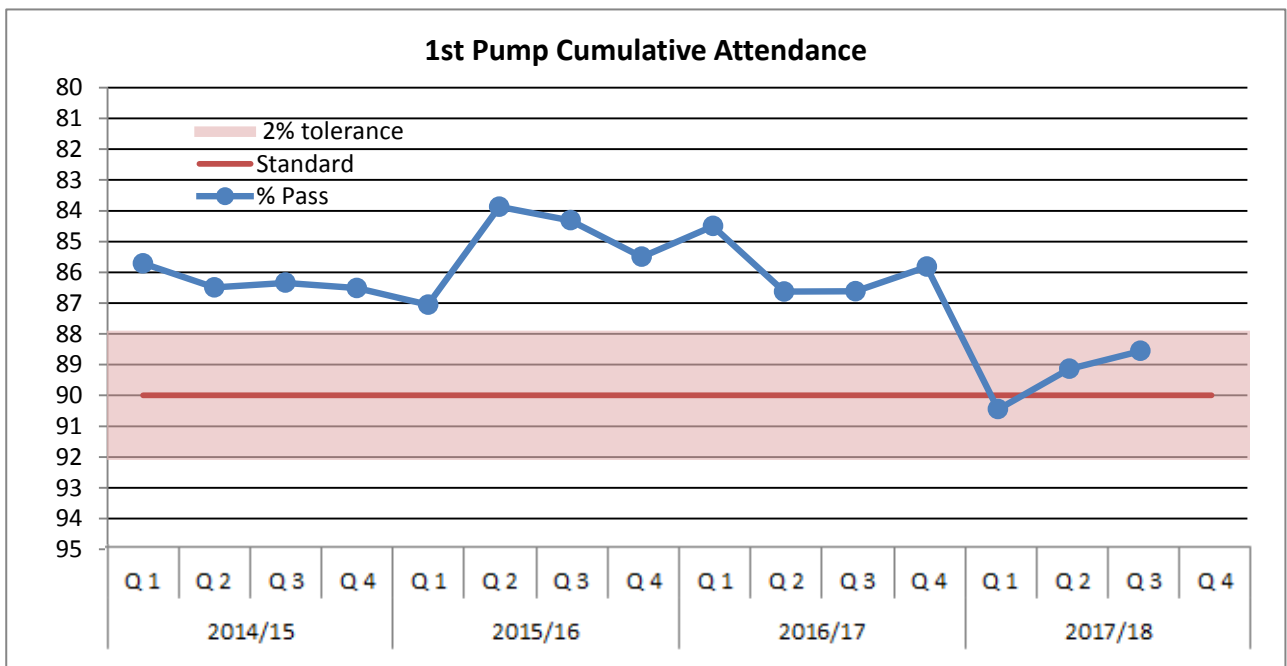
- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

We have achieved our standard when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident is less than the relevant response standard.

Standard: 90% of occasions.

Quarter three 1st pump response 87.44%, previous year quarter three 86.60%.

1 st pump cumulative attendance standard	Year to Date	2017/18 Quarter 3	Previous year to Date	2016/17 Quarter 3
	88.56%	87.44%	86.62%	86.60%



2.1.2 Lancashire Emergency Response Standards - Critical Fires - 2nd Fire Engine Attendance

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

The response standards include call handling and fire engine response time for the second fire engine attending a critical fire, and are as follows:

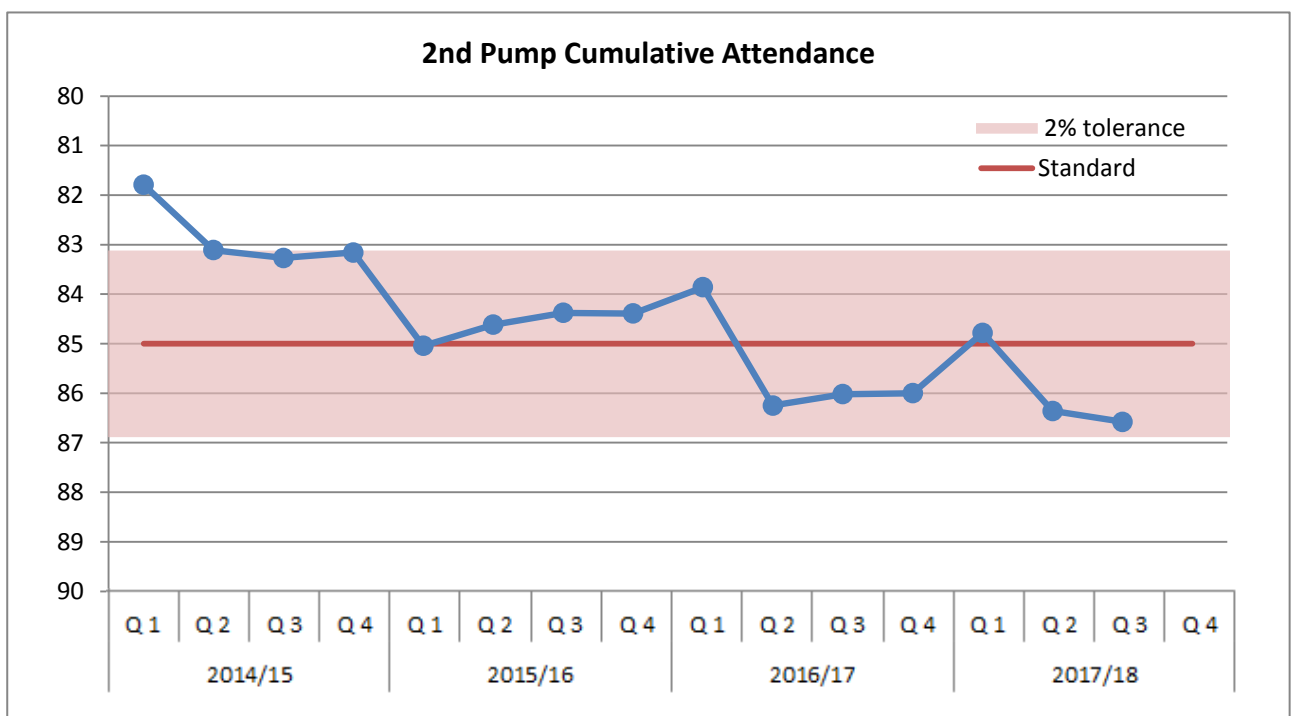
- Very high risk area = 9 minutes
- High risk area = 11 minutes
- Medium risk area = 13 minutes
- Low risk area = 15 minutes

We have achieved our standard when the time between the 'Time of Call' and 'Time in Attendance' of second fire engine arriving at the incident is less than the relevant response standard.

Standard: 85% of occasions.

Quarter three 2nd pump response 86.98%, previous year quarter three 85.63%.

2 nd pump cumulative attendance standard	Year to Date	2017/18 Quarter 3	Previous year to Date	2016/17 Quarter 3
	86.58%	86.98%	86.02%	85.63%



2.3 Fire Engine Availability - Wholetime, Day Crewing and Day Crewing Plus

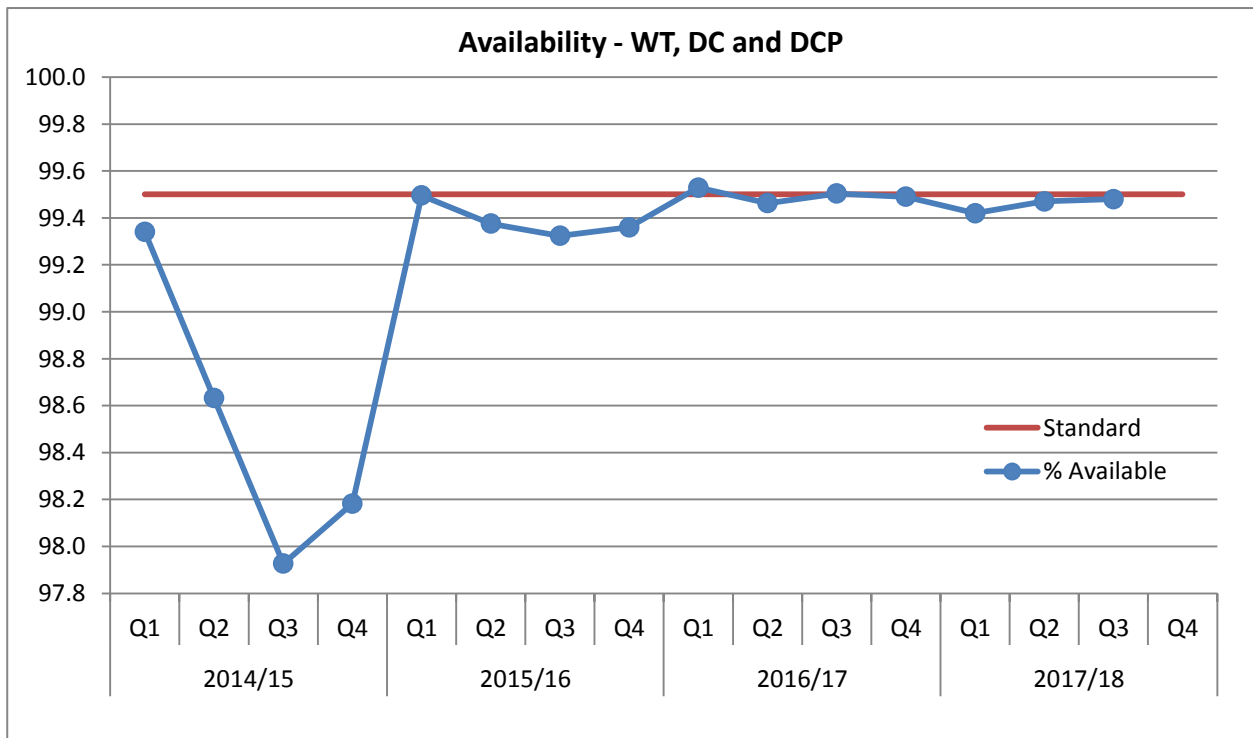
This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

Fire engines are designated as unavailable for the following reasons:

- Mechanical
- Crew deficient
- Engineer working on station
- Alternate crew
- Appliance change over
- Debrief
- Lack of equipment
- Miscellaneous
- Unavailable
- Welfare

Standard: Above 99.5%

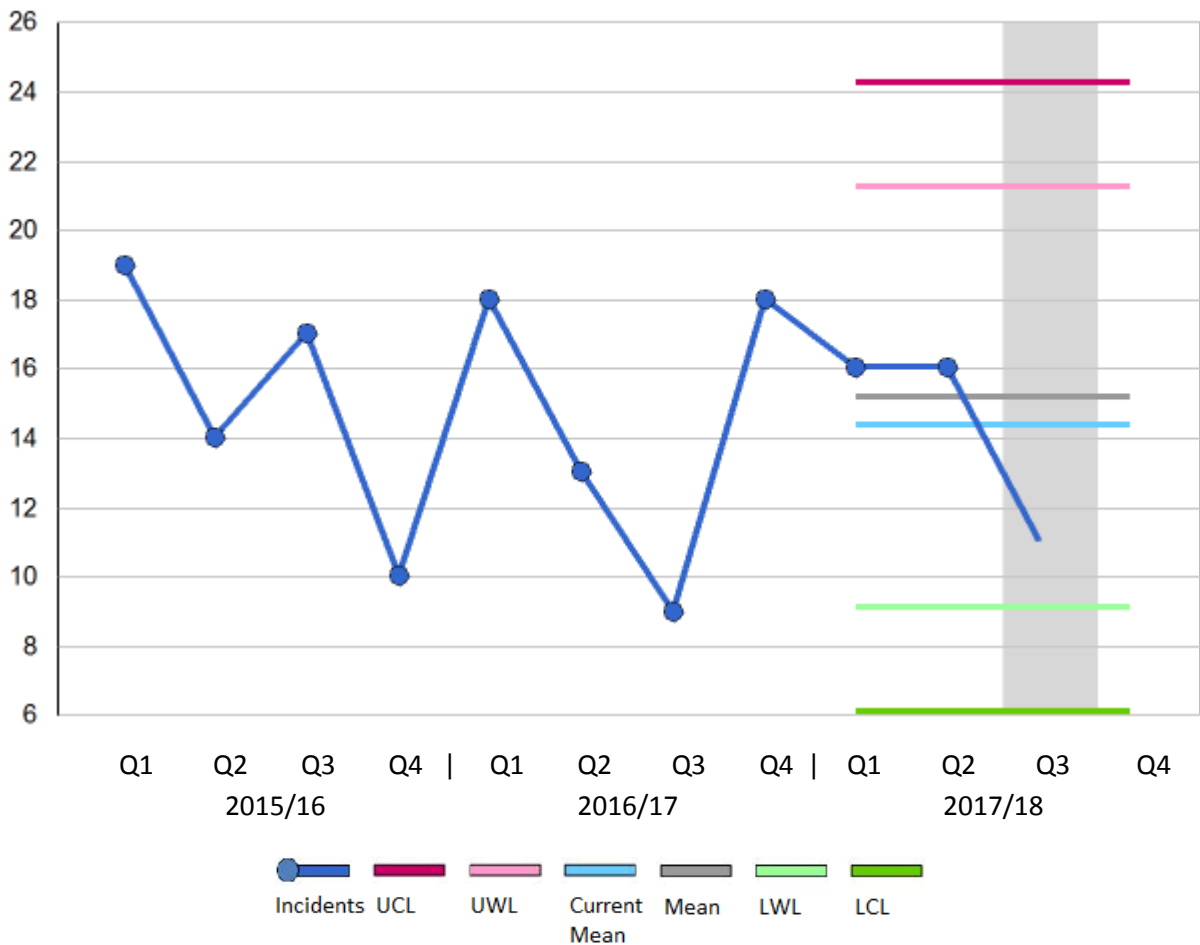
Quarter three availability 99.48%, previous year quarter three 99.50%.



2.5 Staff Accidents

An improvement is shown if the average number of staff accidents per quarter is lower than the mean of the previous three years.

Number of staff accidents in quarter three 11. Previous year quarter three 9.



Total number of staff accidents	Year to Date	2017/18 Quarter 3	Previous year to date	2016/17 Quarter 3
	43	11	40	9

The grey line on the XmR chart denotes the mean quarterly activity over the previous 3 years and the pale blue line the current

Current Mean	3 year Mean	Quarterly Mean		
		2016/17	2015/16	2014/15
14	15	15	15	16

3.1 Progress Against Savings Programme

The total cumulative value of the savings delivered to date compared to the year's standard and the total.

Budget to end of quarter three £39.4 million. The spend for the period is £39.2 million.

As a public service we are committed to providing a value for money service to the community and it is important that once a budget has been agreed and set, our spending remains within this.

The annual budget for 2017/18 is £53.9 million, with a budget to 31 December of £39.4 million. The spend for the same period was £39.2 million. This gives an under spend for the period of £0.2 million.

Variance:

- 0.37%

3.2 Overall User Satisfaction

The percentage of people who were satisfied with the service received as a percentage of the total number of people surveyed.

People surveyed include those who have experienced an accidental dwelling fire, a commercial fire or a special service incident that we attended.

The standard is achieved if the percentage of satisfied responses is greater than the standard.

55 people were surveyed in quarter three, 55 responded that they were very or fairly satisfied.

Question	Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everything into account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service?	1761	1747	99.20%	97.50%	1.75%

There have been 1761 people surveyed since April 2012.

In quarter three of 2017/18 - 55 people were surveyed. 55 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.

4.1 Overall Staff Engagement

All staff are asked the same questions in an online survey covering feelings of pride, advocacy, attachment, inspiration and motivation - factors that are understood to be important features shared by staff who are engaged with the organisation. The survey mirrors the questions asked by the Civil Service People Survey.

From these responses: An index score to show the degree to which the response group answers positively to a number of questions about their engagement with LFRS.

This is calculated by attributing a weighting to each of the five possible answers ranging from 0% to 100%, in 25% increments. The percentage scores are then totalled and divided by the number of questions (5). This individual person score is then totalled across the service then divided by the number of respondents.

An improvement is shown if the percentage engagement index is greater than the previous survey.

An engagement index score is derived from the answers given by staff about questions relating to how engaged they feel with the Service.

A comprehensive survey will be undertaken in the new fiscal year. This will be reported in quarter 1 of 2018/19. Previous results are shown below for information.

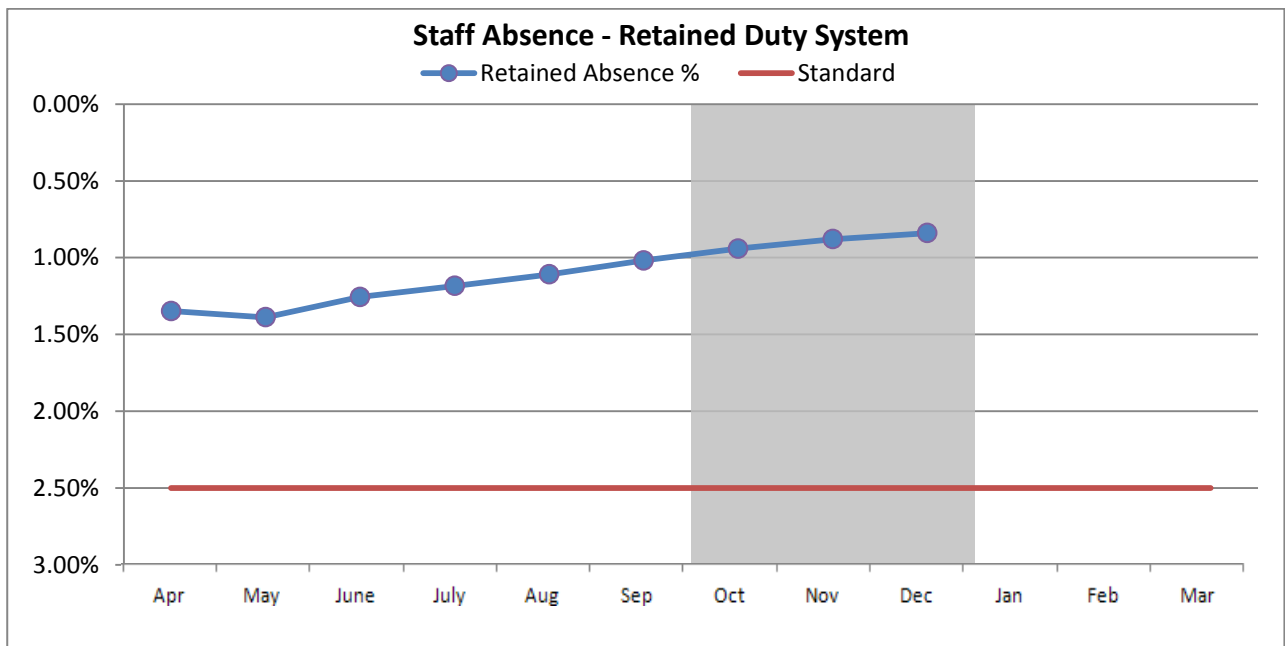
2016/17		
Period	Number of replies	Engagement index
1	220	62%
2	141	64%
3	141	64%

4.2.2 Staff Absence - Retained Duty System

The percentage of contracted hours lost due to sickness for all RDS staff. An individual's sickness hours are only counted as absent where they overlap with their contracted hours.

Cumulative retained absence, as a percentage of available hours of cover at end of quarter three, 0.84%

Annual Standard: No more than 2.5% lost as % of available hours of cover.



Cumulative retained absence (as % of available hours of cover)	0.84%
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